



HIBISCUS COAST MUNICIPALITY

2012 / 2013 IDP

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HER WORSHIP THE MAYOR'S IDP / BUDGET SPEECH 2012/2013



The preparation of the IDP is regulated by the Municipal Systems Act, No 32 of 2000, which requires that each municipal council must adopt a process set out in writing to guide the planning, drafting, adoption and review of the integrated development plan. In addition, the municipality is enjoined by Chapter 4 of the same act to consult the local community on the process before it is adopted.

In terms of section 53 of the Municipal Finance Management Act of 2003, the Executive Mayor is also expected to coordinate the annual revision of the integrated development plan in terms of section 34 of the Systems Act to ensure its alignment with the budget and performance management system.

As Hibiscus Coast Municipality we are pleased that Council adopted the Integrated Development Plan within the prescribed legal timeframes, and has initiated the review process in line with IDP objectives as set out in our plan.

Central to this process has been the subject of public participation. The legislative framework governing local government places community participation at the heart of municipal planning, in line with the supreme law of our country; the Constitution. The IDP Forum meetings, izimbizo as well as sector-specific engagements, have all provided an important platform to shape the content and direction of our developmental agenda.

In line with the cooperative governance prerequisite of section 41 of the Constitution, it is also important that our planning must be aligned with, and complements the strategies and development plans of other affected municipalities and organs of state. To this end, the municipality has strived to ensure that sector departments and parastatals form an integral part of the IDP process. We will continue to do more in our efforts to work together towards the realisation of the fundamental rights of our communities.

On behalf of Hibiscus Coast Municipality I wish to extend sincere words of gratitude to all stakeholders who have continued to show their support and commitment towards the achievement of the developmental goals which we have set ourselves.

Thank you

Cllr NCP Mqwebu
Mayor

MUNICIPAL MANAGER'S 2012/2013 IDP BUDGET SPEECH



The Integrated Development Plan is formulated as the master strategic plan in municipalities which coordinates all development initiatives and supersedes all other plans, as sanctioned by Chapter 4 of the Municipal Systems Act No.32 of 2000. The rationale for such a plan was, amongst other things, the need to address apartheid spatial planning which produced unequal infrastructural and social provision to different communities based on racial lines.

The Review Process underscores the fact that the IDP is not cast in concrete; rather it is developed from a continuous process which must take into account the changing circumstances of communities, the changes in municipal responsibilities in terms of functions within the local sphere, processes of decentralisation of delivery functions from other spheres, and unpacking and giving reality to the philosophy of developmental local government.

This dynamic process necessitates contingency planning and continuous review of the IDP to ensure its flexibility and responsiveness to changes, without losing sight of the vision and long term developmental objectives of the Hibiscus Coast municipality.

The process ensures that the resources available at the municipality are directed at the delivery of projects and programmes that meet agreed development priorities, and to ensure that:

- delivery is implemented in an integrated, planned manner
- the municipality utilizes its resources most efficiently
- delivery standards meet the desired quality; and
- delivery impacts positively on the lives of the people within the jurisdiction of the municipality.

To achieve this, management has adopted a clustered approach which is based on the ten IDP Review focus areas. The clusters are:

- Social Services
- Infrastructure and Economic Development
- Financial Management and Corporate Governance

In this way, management is able to direct focused attention and take full responsibility for the IDP process. Linked to this process is the Organisational Performance Management System which seeks to monitor and evaluate agreed performance targets per cluster as well as per department.

The fulfilment of developmental objectives through an integrated effort cannot be achieved without the cooperation of affected sector departments to ensure alignment of programmes and avoid duplication. The municipality will continue to strengthen its relations with organs in other spheres of government in the pursuit of cooperative governance.

Mr SW Mkhize
Municipal Manager

1. WHO ARE WE?

Hibiscus Coast Municipality is one of the six local municipalities under the Ugu district municipality in the province of KwaZulu-Natal. It is a subtropical region of lush and well-watered scenic valleys and blue flag beaches with its gigantic rivers running into its all the year-round warm Indian Ocean. Hibiscus Coast Municipality is the economic hub of the district and has the highest population numbers compared to the other local municipalities within the Ugu District Municipality. The municipality is strategically located between Durban and the Eastern Cape Province and has well established infrastructure along the urban strip.

Composition

Hibiscus Coast Municipality (KZN216) is a B category municipality in the Ugu District (DC21) in the Province of KwaZulu Natal. The municipal area is approximately 837 square kilometers. The municipality consists of five previous traditional local authorities (TLCs) and six traditional authority areas. Towns are located along the urban strip and the traditional areas are located in the hinterland or the south western side of the municipality.

The Hibiscus Coast Municipality's coastline runs from Hibberdene to Port Edward. The municipality's geographic location is 30° 22 seconds and 30 minutes East and 30° 45 seconds 0 minutes South. The municipality's population is projected at 292 891, refer to Map 1 overleaf indicating the municipal location.

Traditional Local Councils:

- Port Shepstone
- Umtamvuna / Port Edward
- Margate
- Hibberdene
- Impenjati / Southbroom

HCM comprises of the following traditional areas:

- KwaXolo
- KwaNzimakwe
- KwaNdwalane
- KwaMadlala
- KwaMavundla and
- KwaLushaba

VISION

To be a thriving, well managed, tourist friendly, national leader providing all its inhabitants with quality services in a safe and healthy environment.

MISSION

Hibiscus Coast Municipality excels at providing quality services for all, facilitating partnerships and creating an enabling environment for sustainable development

2. WHAT OPPORTUNITIES DO WE OFFER?

Strategic location

The municipality is well located between the Durban harbor and the Province of the Eastern Cape. The Margate airport upgrade will bring positive spin-offs for the municipality as the airport will be used as a parking facility for the 2010 soccer world cup. Business around the airport will highly benefit, a survey can be done to assess the possibility of building new bed and breakfast accommodations and restaurants around the airport; (See locality map). Economic opportunities and development can also be explored through economic development corridor.

Tourist attraction

The municipality is the economic hub of the Ugu District Municipality. The municipality attracts tourists from the KwaZulu Natal province, other provinces as well as international tourists. There is a potential for eco-tourism in rural areas due to the areas nature and beautiful scenery. There is a Red Desert in Port Edward as well as Petrified Forest in Trafalgar. The rocks at the Shelly Beach are from the volcanic eruption, brought to the beach from Antica.

Diversity

The municipality caters for all types of people and embraces diversity i.e. culture, race, etc. People are treated with respect and dignity, their cultures and customs are respected and celebrated. The wide range of restaurants offers a variety of dishes to cater for all tourists and residents. Clothing shops offer a wide range of clothes including traditional clothing and beads.

Entertainment

There are many places of entertainment within the municipality which caters for different people, different age groups, interests, etc. Entertainment areas are safe and do not discriminate in any form. Entertainment areas include sporting bodies, bars, clubs, movie houses, golf courses etc.

Economic development

The municipality offers a wide range of businesses and activities which have positive economic spin-offs for the municipality. Some of the activities include fishing, agriculture, crafts, bead works. Small Medium, Macro Enterprises (SMME's) is supported and is given a platform to sell and showcase their products. Through its Extended Public Works Programme (EPWP) roll out programme the municipality empowers local people with skills so they can find sustainable jobs in the future. Previously Disadvantaged People, the youth and disabled members of the municipality are given first preference in job opportunities.

Infrastructure

The municipality has a fairly good hard and soft infrastructure. Most services are easily accessible to everyone. The infrastructure is continuously maintained through the infrastructure maintenance programme. Accommodation places are in good standards and offer excellent service and are at affordable prices. Telecommunication network is adequately working and internet cafes are also available.

Less pollution

The industries are located on the outskirts of the municipality. No hazardous materials are produced within the municipality.

Safety and security

There are relatively low crime levels within the municipality which implies that our people and visitors are safe. Hibiscus Coast residents and tourists even walk around freely at night. Policing is highly visible especially in public places and places of entertainment.

Leisure

The municipality offers a wide range of leisure places including the golf courses, blue flag beaches, museums, archeological places, etc.

Nyandezulu Waterfall

This is a result of Twinning with Oskarshamn, Sweden. The Global School Journey takes place in October of every year where 24 Swedish teachers (tourists) visit the place to learn about the African culture i.e. how kids prepare for school, learn, etc. Some of these teachers conduct their research in areas like Magog and Bhomela. During school holidays tourists flock to the MPCC to buy souvenirs, beads, etc.

KwaXolo Rock Art

The Rock Art Shelter has Khoi San painting and art, which indicate that the area was occupied by the Khoi San many years ago. The area has a potential for sleep-overs and African cuisine. An Environmental Impact Assessment (EIA) needs to be done. The KwaZulu Natal Amafa has agreed to train 11 youth for tourist guiding and managing the Rock Art Shelter.

There is a proposal of the KwaXolo Caves Project which can attract could draw inland by this adventure and this project could be an economic driver for the area, creating work and bringing the area to the level of the 1st economy. Along the route from Port Edward to Ezingolweni there are some attraction Beaver Creek, Wild Life Care Centre, Banana processing plant, Macadamia process plant Clear Water Trails and Biking trails. The caves can also be connected to all these on horse back from tribal Court of KwaXolo.

Impenjathi Resort

The resort is managed by the KZN Wildlife. This is an area for picnicking and has a braai area, volley ball, tennis, soccer facilities, etc. There is a lagoon in this beautiful resort.

KZN Motor Racing Club

Council approved the application from the KZN racing Club to host a drag race in April, August and October 2011 in Margate. Municipal beach and nuisance by-laws will not be transgressed and health and safety regulations will be adhered to.

ANCHOR PROJECTS

1. The Margate Airport Upgrade

The proposed upgrade of Margate Airport will make it easier for tourists to access the district once they are in the province, as well as making it significantly easier and simpler for the tourists to remain in the province for longer periods, due to the expanded range of tourism product in keeping with the tourists' needs. In addition the area around Margate airport presents substantial potential for future industrial development. The expansion of this industrial area will be dependent on the extent to which industry is able to link up to the advantages offered by the Dube Trade Port. Department of Co-Operative Governance and Traditional Affairs allocated an amount of R10m for the upgrade of the Margate Airport. R3m of the allocation was utilized during the 2011/2012 financial year to give the airport a facelift and the remainder was utilized in this financial year to extend the runway.

2. Port Shepstone Beach Front Re- Development

The Hibiscus Coast Development Agency (HCDA) intends to re-develop the Port Shepstone beachfront into a virtual world-class tourism resort. This R2 billion initiative will include an inner harbour, canal, pier and coastal boardwalk. The development is aimed at being a family destination. The South Coast receives an estimated 2.2 million visitors annually, so the tourism market already exists.

3. Hibberdene Harbor

The project will boost the economic growth of the municipality and surrounding municipalities will also benefit from this projects.

4. Port Shepstone Prison Development

Construction of the prison will have positive economic spin offs in the area, lots of job opportunities will be created, infrastructure investment and reduce overcrowding in other prisons

5. Inter-modal transport facility

Different modes of transport planned for which will reduce traffic congestion and give commuters a choice of preferred mode of transport.

Manufacturing

The municipality is one of the three major manufacturing hubs within the Ugu district municipality. The manufacturing hub currently boasts furniture, textile and clothing manufactures, as sub-dominant sectors.

3. WHY IDP?

The IDP as a strategic plan for the municipal area provides us with the opportunity to dissect our shared analysis and planning between the range of stakeholders such as the community, political leadership, administrative leadership, parastatals, organized business and organized interest groups (i.e. Community-Based Organizations (CBOs) and Non-governmental Organizations (NGOs) in order to craft a strategy and set the tone for a meaningful development agenda and participatory governance. A series of Community Forums, IDP & Budget Roadshows, municipal indabas, Intergovernmental Relations Forums and strategic planning workshops were held with a goal of promoting and laying a platform for massive participation that is non-discriminatory in our development state of affairs. The approach continues to strive in realizing our vision and mission by minimizing the gaps that would be a threat to our democracy and transparency.

In line with the provisions of the Act (MSA, 2000), the Council adopted its framework and process plan to develop the IDP in August 2009. It further, made an invitation via the media for members of the public to register their interest to participate as different interest groups as well as give direction in terms of Institutional Arrangements, Mechanisms and Procedures for Participation and Alignment, IDP Review Action Programme and breaks down the Roles and Responsibilities.

Policy Directives and Legislative Mandates

The IDP review is guided by binding and non-binding national and provincial legislations including policies, programmes and strategies that need to be considered in the municipal planning and development processes.

Objectives of the HCM's IDP Review document

- It is a strategic planning instrument that guides development and service delivery in the municipality.
- It is a legislative requirement that ensures that all planned programs and projects for succeeding years are reflected in the document.
- It is a communication mechanism to ensure that there is horizontal and vertical alignment between the community, local municipality and sector departments, both provincially and nationally.
- It is a document that ensures alignment of activities of sector departments, service providers and various stakeholders.
- Alignment of financial and human resources to the municipal strategy (IDP).
- Develop and implementation of programmes to realize Council vision.
- Guide development and plan for basic services backlog.
- Advise Council and Management of service backlog that needs to be budgeted for.

2012 / 2013 IDP REVIEW DEVELOPMENT

The 2012/2013 final draft IDP is informed by the adopted 2012 – 2017 Integrated Development Plan document which plays a critical role in guiding development and planning for the new political office bearers with emphasis on improving socio-economic situation, meeting millennium targets, improving service delivery mechanisms, strengthening and improving inter-governmental relations and community participation. The IDP Review 2012/2013 is a strategic planning tool for HCM and only projects in the IDP will be budgeted for and eventually implemented.

The IDP is to guide the budgets of sector departments (National and Provincial) where their services and resources are required, in terms of needs and priorities identified in the IDP. In addition to guiding organs of state, the IDP should be an informative document to encourage, and guide potential investment in the municipal area.

The commencement of the *2012 / 2013 IDP Review formulation process for Ugu family of municipalities was advertised* during in July 2011 by the district municipality, followed by the Hibiscus Coast Municipality's IDP Representative Forum meeting in August and November 2011.

The Nonattendance of provincial department poses the following challenges and limitations for the municipality:

- Limit level of engagement and knowledge sharing
- Department budget for projects that are not urgent to communities
- Departments projects do not have impact
- Some sectors are neglected and some remain unfunded

- No proper alignment
- Duplication of funding
- Fiscal dumping

As per advertisement of the IDP process and as per the approved IDP process plan; cluster workshops were rolled out within the Izimbizo programme of the Mayor (which was publicly advertised). These workshops involve a clustered ward-level approach. The meetings commenced with an IDP explanation in terms of what is the IDP, why it is done, how it is done, and the status of HCM IDP and how to participate in the process. The minutes of these meetings are utilized extensively for information in this IDP in analysing the situational analyses of the areas, backlog information, and needs of communities.

2012/2013 IDP/BUDGET IZIMBIZO SCHEDULE

DATE	CLUSTER	WARDS	VENUE	TIMES
Wednesday, 18 April 2012	1	13, 14 , 15 , 16	New Bolton Dump Site	10h00
Wednesday, 18 April 2012	5	02, 03, 06, 19	Uvongo Town Hall	17h00
Thursday, 19 April 2012	3	20 , 21, 22, 23, 24	KwaTatane Sports field	10h00
Friday, 20 April 2012	2	04, 12, 17, 18	Oshabeni Community Hall	10h00
Monday, 23 April 2012	6	05, 07, 08, 09 & 29	KwaMphelelwa Sportsground	10 h00
Monday, 30 April 2012	7	01 , 10 , 11	Thongasi Community Hall	10h00
Monday, 30 April 2012	4	25, 26 , 27 , 28	TB Molefe Sportsground	17h00

Seven draft IDP/Budget izimbizo were held to ensure that more voices were heard and participated in the development of the municipality. In most clusters / wards communities requested for basic services including housing, roads, water, sanitation, health care facilities, skills development, access to government grants, community facilities and enhancement of HIV/AIDS programmes. In more affluent wards, communities were not satisfied with the slow pace of service delivery especially relating to bad condition of roads, potholes, no verge cutting and rubbish collection services, non-response to ward committee minutes and letters sent to the municipal offices, lack of supervision which results in poor workmanship.

The approach adopted in the preparation of the Review IDP 2012/2013 is strongly guided by the guidelines prepared by the Department of Provincial and Local Government (DPLG) as set out in the IDP guide packs and the IDP simplified format. Hibiscus Cost Municipality is gearing itself to align with economic advantages and competitiveness that are identified in the PGDS. The IDP is in line with the Department of Co-operative Government and Traditional Affairs Guideline for IDP's 2007 / 2008 and beyond. The 2012/2013 IDP process plan was approved in July 2011.

Communication means used:

- Advertisements on the local newspapers (The Herald and The South Coast Fever)
- Loud hailing
- Ward committees

The municipality is working on incorporating the Community Development Workers (CDW's) in to municipal planning and the reporting system in this regard needs to be agreed upon.

The Cluster approach

The rationale behind this approach is to ensure management take full control of the IDP given the recognition of the IDP as the master strategic plan of the municipality. The cluster committee will be lead by the Directors looking at strategic position of each department, cross cutting matters, how departments can support and assist each other to fast track and ensure implementation plans. IDP Clusters focuses on the following IDP Review Key focus areas:

1. Infrastructure provision and maintenance
2. Budget aligned to the IDP priorities
3. Development and implementation of strategic sector plans
4. Good governance and accountability (*effective and efficient governance*)
5. Financial viability and value for money
6. Spatial planning and rural planning and development
7. Youth development and skills development
8. Job creation, economic growth and transformation
9. Safe and healthy environment
10. Effective supervision of service providers
11. Knowledgeable communities
12. Tourism industry support
13. Promoting sports and recreation and cultural diversity

The clusters are divided into three categories as follows: Social Services; Infrastructure and Economic Development and Financial Management & Corporate Governance. The clusters will be convened by HCM directors.

Cluster	Good governance, Corporate and Finance Cluster	Infrastructure Planning and Economic Development Cluster	Community Services and Safety Cluster
Chair	DO	DHSI	DPS
Deputy	CFO & DCS	DED, DPBC	DHCS
Composition	Manager Budget Manager Budget and Finance Manager HIV/Aids Special programmes Officer Occupational Health Officer	X2 Manager Manager Budget and Finance Manager HIV/Aids Special programmes Officer Occupational Health Officer	X2 Managers Manager Budget and Finance Manager HIV/Aids Special programmes Officer Occupational Health Officer
Focus Areas	-Good governance and accountability -Effective and efficient governance -Organisational and skills development -Professionalism	-Sustainable Infrastructure provision - Infrastructure maintenance plans and strategies -Infrastructure backlog eradication -Sustainable job creation - Economic growth &	-Safety and security measures -Effective provision of services Sector plans and strategies development - HIV/Aids -Waste management -Knowledgeable communities

	-Youth development - Sector plans development - Municipal policies -HIV/Aids	transformation - Tourism - Sector plans development - Orderly planning - Effective environment management -Rural development -Cohesion and integration -HIV/Aids	- Cultural diversity
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4. WHAT TO EXPECT FROM THE IDP REVIEW

- Alignment of HCM Priorities to the 10 Medium Terms Strategic Framework priorities, 6 Provincial priorities and municipal priorities.
- Strategic plans in addressing community needs and priorities
- Synergy and alignment sector plans
- Sector plans status quo
- Turnaround strategy priorities
- Financial plan and strategy
- Development challenges and backlog
- Performance Management Scorecard

Challenges in developing the IDP Review

1. Lack of participation of provincial departments which result in non-alignment of programmes, duplication, some functions are neglected & planning is not needs felt therefore does not have any impact on the lives of the people
2. Lack of vertical and horizontal alignment / coordination between the three spheres of government
3. Lack of internal integration, lack of support because departments plan in silos and do not consult with other departments
4. No feedback from IGR forms therefore not clear on what decisions were taken arising from the IDP Forum
5. Some critical sector plans are outstanding due to financial and capacity constraints
6. No value is derived from the CDW's and their functionality is a worrying factor

7. There is no justice done to public participation hence the IDP end up addressing the symptoms of the problem rather than the cause of the problem.
8. Relying on old statistics as the municipality does not have funds to carry out research to determine current trends
9. Budget limitations to cater for all the KPA's
10. Mainly focusing on projects rather implementing strategies contained in the IDP
11. Little support and direction from Management and the district municipality
12. Management not prioritising the IDP, PMS and SDBIP.
13. Lack of IDP content understanding and late project requests from Councillors

Strategic Focus Areas

The municipality has identified ten key focus areas are based on its Vision, challenges and its characteristics. The strategic objectives are in relation to the identified Strategic Focus Areas as per the internal departments and sector departments.

The Key Focus Areas are as follows:-

1. Infrastructure provision and maintenance
2. Budget aligned to the IDP priorities
3. Development and implementation of strategic sector plans
4. Good governance and accountability (***effective and efficient governance***)
5. Financial viability and value for money
6. Spatial planning and rural planning and development
7. Youth development and skills development
8. Job creation, economic growth and transformation
9. Safe and healthy environment
10. Effective supervision of service providers
11. Knowledgeable communities
12. Tourism industry support
13. Promoting sports and recreation and cultural diversity

Powers and Functions

The Municipal Structures Act of 1998 (as amended) makes provision for the division of powers and functions between the district and local municipalities. It assigns the district wide functions to the district municipalities and most day to day service delivery functions to the local municipalities. The provincial MEC's adjust these powers and functions according to the capacity of the municipalities to deliver services.

The Municipality is responsible for planning and provision of basic services, waste removal services, disaster management, air pollution, environmental management, integration of services, municipal services, raising rates and revenue, etc.

LEGISLATIVE FRAMEWORK INFORMING THE PLANNING PROCESS

The National Department of Cooperative Governance and Traditional Affairs through massive consultation with other stakeholders such as the Provincial Department of Cooperative and Traditional Affairs and the Local Government (municipalities) in particular, have developed a plethora of policies and legislations to assist in realizing the developmental mandate of the local government. Municipalities are guided by these pieces of policies and legislations in developing their respective IDPs. It must also be noted that in developing the IDP the important relationship of the spheres of the government (National, Provincial and Local) in co-operative governance has to be synergized, clearly articulated and not over-emphasized. The key legislative imperatives are as follows:

Constitution of the Republic of South Africa, Act 108 of 1996

The Constitution mandates that a municipality must undertake developmental - orientated planning so as to ensure that it:

- Strives to achieve the objectives of local government set out in section 152.
- Gives effect to its developmental duties as required by section 153.
- Together with other organs of state it contributes to the progressive realization of fundamental rights contained in sections 24, 25, 26, 27 and 29.

Municipal Systems Act (MSA), Act No 32 of 2000

Section 25 of the Municipal Systems Act (Act 32 of 2000) stipulates that:-

Each Municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-

- i. links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- ii. aligns the resources and capacity of the municipality with the implementation of the plan;
- iii. forms the policy framework and general basis on which annual budgets must be based;
- iv. complies with the provisions of Chapter 5 of this Act;
- v. is compatible with national and provincial development plans and planning requirements binding the municipality in terms of the legislation.

As far as the status of an IDP is concerned Section 35 states that an IDP adopted by the council of a municipality-

- i. is the principal strategic planning instrument which guides and informs all planning and development as well as all decisions with regard to planning, management and development in the municipality;
- ii. binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails and
- iii. binds all other persons to the extent that those parts of the IDP that impose duties or affect the rights of those persons have been passed as a "by-law".

Section 27 mandates the district municipality, in consultation with the local municipalities, to adopt a framework for integrated development planning, which shall bind both the district municipality and its local municipalities. Thus, Section 28 also mandates the local municipality to develop its own process plan that should be aligned to the framework plan of the district municipality.

The Act also states that the municipality is required to review the IDP annually due to the demands of the changing circumstances and performance measurements of the existing level of development. The IDP is for a five-year period, unless decided otherwise by the Council to adopt the IDP of its predecessors for another five-year period.

Municipal Structures Act, Act No 117 of 1998

The Municipal Structures Act of 1998 (as amended) makes provision for the division of powers and functions between the district and local municipalities. It assigns the district wide functions to the district municipalities and most day to day service delivery functions to the local municipalities. The provincial MECs are empowered to adjust these powers and functions according to the capacity of the municipalities to deliver services. Ugu District Municipality is the water authority municipality and therefore the district is responsible for providing water and sanitation on behalf of the Hibiscus Coast Municipality.

CHAPTER 1

1. INTRODUCTION

1.0 MUNICIPAL VISION, MISSION AND CORE VALUES

VISION

To be a thriving, well managed, tourist friendly, national leader providing all its inhabitants with quality services in a safe and healthy environment.

MISSION

Hibiscus Coast Municipality excels at providing quality services for all, facilitating partnerships and creating an enabling environment for sustainable development

CORE VALUES OF THE MUNICIPALITY:

The municipality's core values are as follows:

- Accountability;
- Transparency, honesty and integrity;
- Accessibility;
- Fairness;
- Batho Pele;
- Dignity and respect;
- Professionalism;
- Co-operation and
- Trust

1.1 DEVELOPMENTAL OBJECTIVES FOR THE POLITICAL TERM

1. Infrastructure provision, maintenance and upgrade.
2. Clean audit by 2013
3. Office development park
4. Socio economic development and ensure that unemployment level is halved by 2014.
5. Support and strengthen local economic development, fight poverty and underdevelopment.
6. Streamlining youth programmes, skills development to fight crime at all levels and create job opportunities.
7. Skills development, economic development and growth.
8. Empower and capacitate ward committees and ensure their optimum functionality.
9. Build viable, integrated and sustainable human settlements.
10. Enhance public participation and public relations.
11. Create sustainable jobs through infrastructure development programmes (EPWP)
12. Support and capacitate SMME's and Broad Based Black Economic Development (BBBEE).
13. Strengthen decentralization of services to rural areas within the municipality.
14. Strengthen partnership and participation with other government spheres, private sector and all stakeholders in developing and improving the municipality.

1.2 GEOGRAPHIC LOCATION

Municipal Overview

The year under review has seen a renewed commitment to address the challenges the municipality has faced. The Municipality has worked hard to fulfill its legislative mandate. Through its hard work and focus the municipality managed to maintain its stability and prosperity. The municipality has seen much growth, vibrancy and commitment in fulfilling its mandate.

It is important to note that challenges still prevail in meeting its local government mandate. The municipality is well placed to provide strategic direction. It has developed creative ideas to meet its mandate and mitigate risks. The municipality is striving to meet the millennium development goals. Thus improvement was seen on infrastructure, health care, financial management, provision of basic services, and other municipal mandates.

During the year under review the municipality developed the SDBIP which was informed and aligned to the five year IDP and the municipal budget. The SDBIP translated the IDP objectives into operational plans with specific targets and budgets per quarter.

Composition

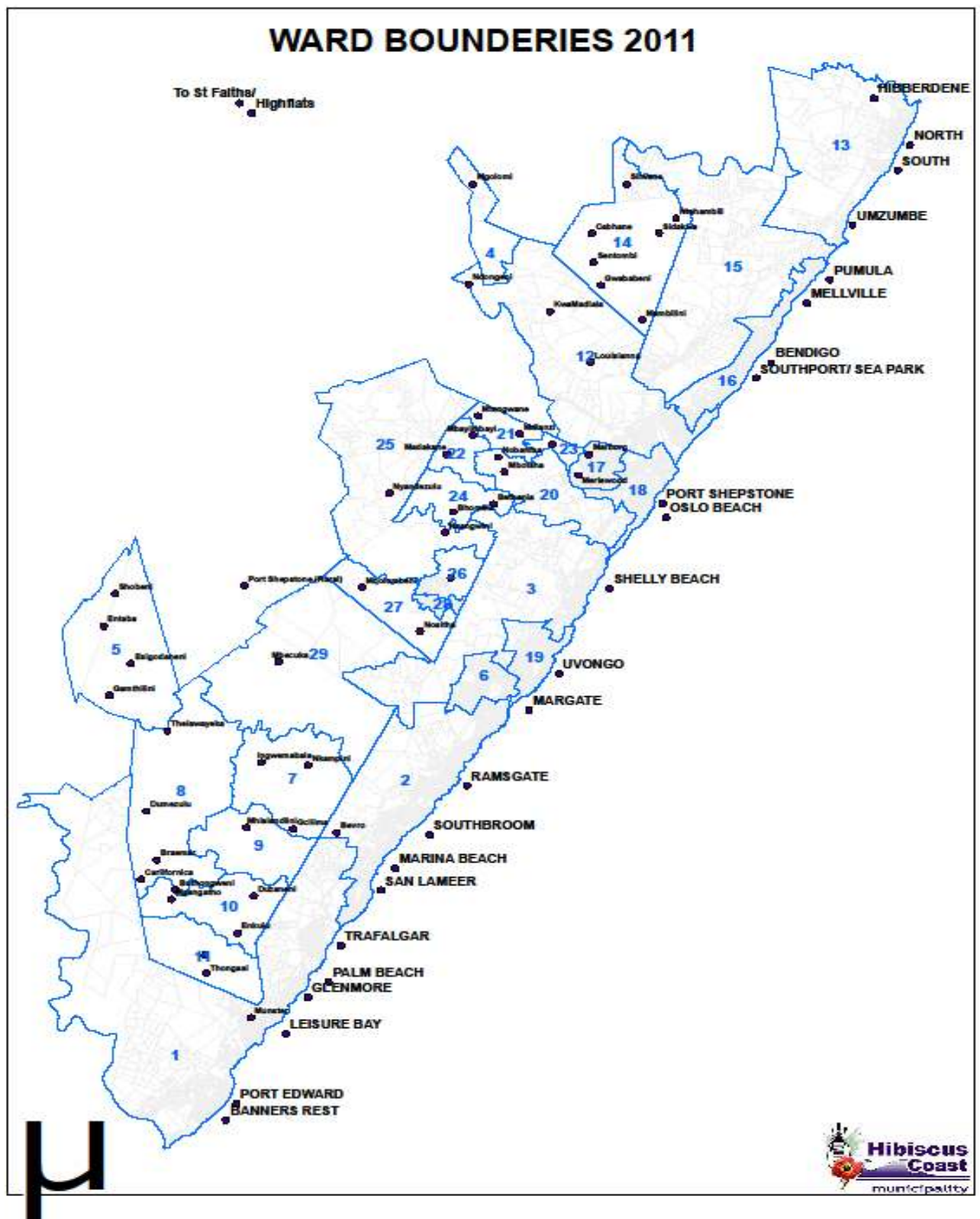
The Hibiscus Coast Municipality (KZN216) is a B category type municipality in the Ugu District (DC21) in the Province of KwaZulu-Natal. The municipal area is approximately 837 square kilometres in extent. The municipality consists of five previous transitional authorities and six traditional authority areas. Towns are located along the urban strip and the traditional authorities are located in the hinterland or the south-western side of the municipality.

The municipality's coastline runs from Hibberdene to Port Edward. Its geographic location is 30 degrees, 30 minutes 22 seconds east and 30°, 0 minutes 45 seconds south. The municipality's population is projected as 285 848 for 2008/2009. For the municipality's location, see the map on the following page. The Hibiscus Coast Municipality comprises of the following former Transitional Local Councils areas:

- Port Shepstone;
- Umtamvuna/Port Edward;
- Margate;
- Hibberdene;
- Impenjati/Southbroom.

It also comprises of the following traditional areas:

- KwaXolo;
- KwaNzimakwe;
- KwaNdwalande;
- KwaMadlala;
- KwaMavundla;
- KwaLushaba.

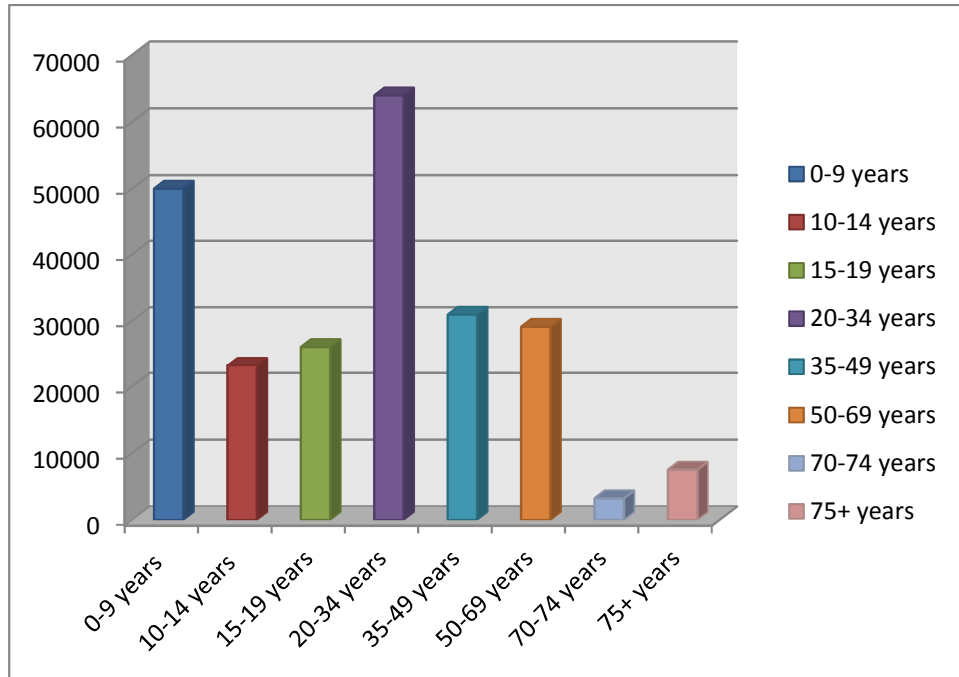


The map above illustrates the new municipal ward boundaries

1.3 CURRENT STATUS AND DEMOGRAPHICS

The data used in this document is from the accredited data sources including Statistic SA, Global Insight, etc. We are awaiting for the new statistics that will be released later this year containing data collected in 2011.

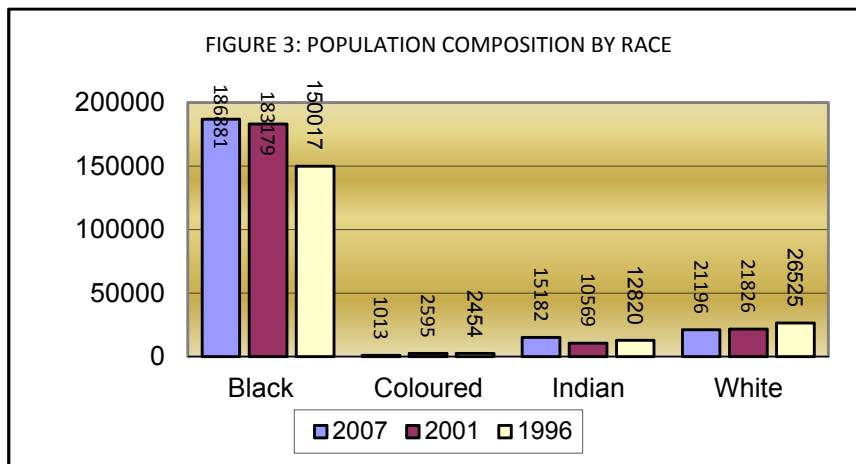
Population and percentage by age group



Source: Global Insight, 2010

The graph above highlights the municipal population in five-year age groups.

Population composition by race



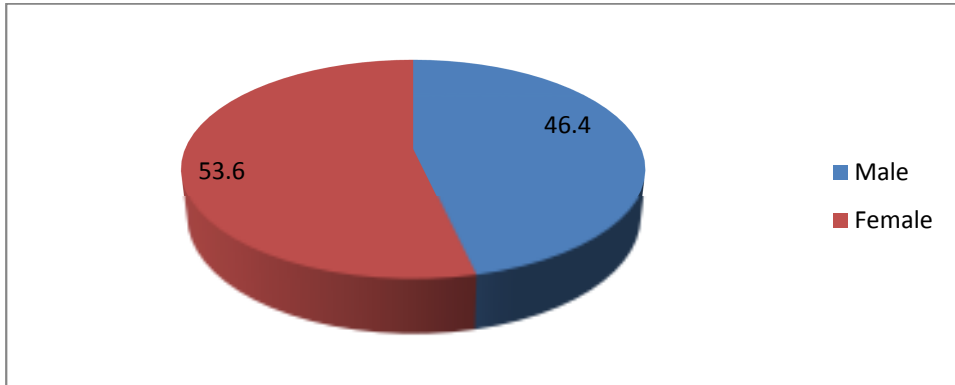
Source: HCM LED Strategy, February 2011

Percentage of population by age group

Age	0-14	15-64	65+
Percentage	31.5	62.5	6.0

Source: STATSSA COMMUNITY SURVEY 2007

Graph: Gender by ratio



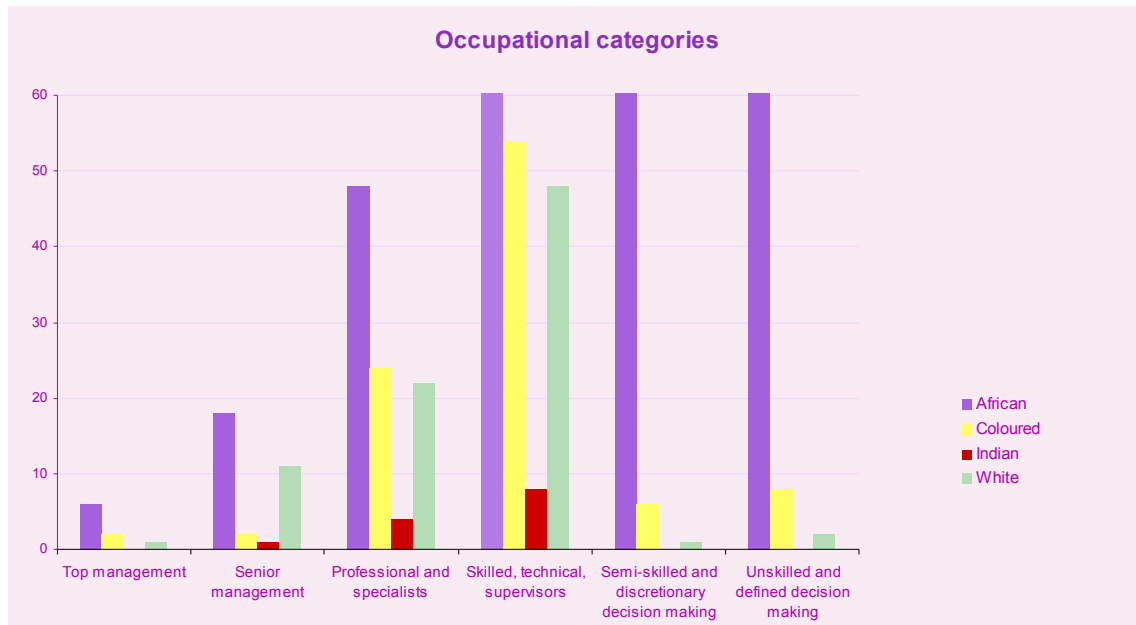
Source: STATSSA COMMUNITY SURVEY 2007

Population growth estimates

Year	Population estimate
2007	272 467
2008	279 038
2009	285 848
2010	292 891
2011	302 783

The table above reflects population growth estimates in HCM since 2007 - 2011

Occupational categories



Source: Statsa Community Survey 2007

The graph above highlights the occupational categories within the municipality

Population Density

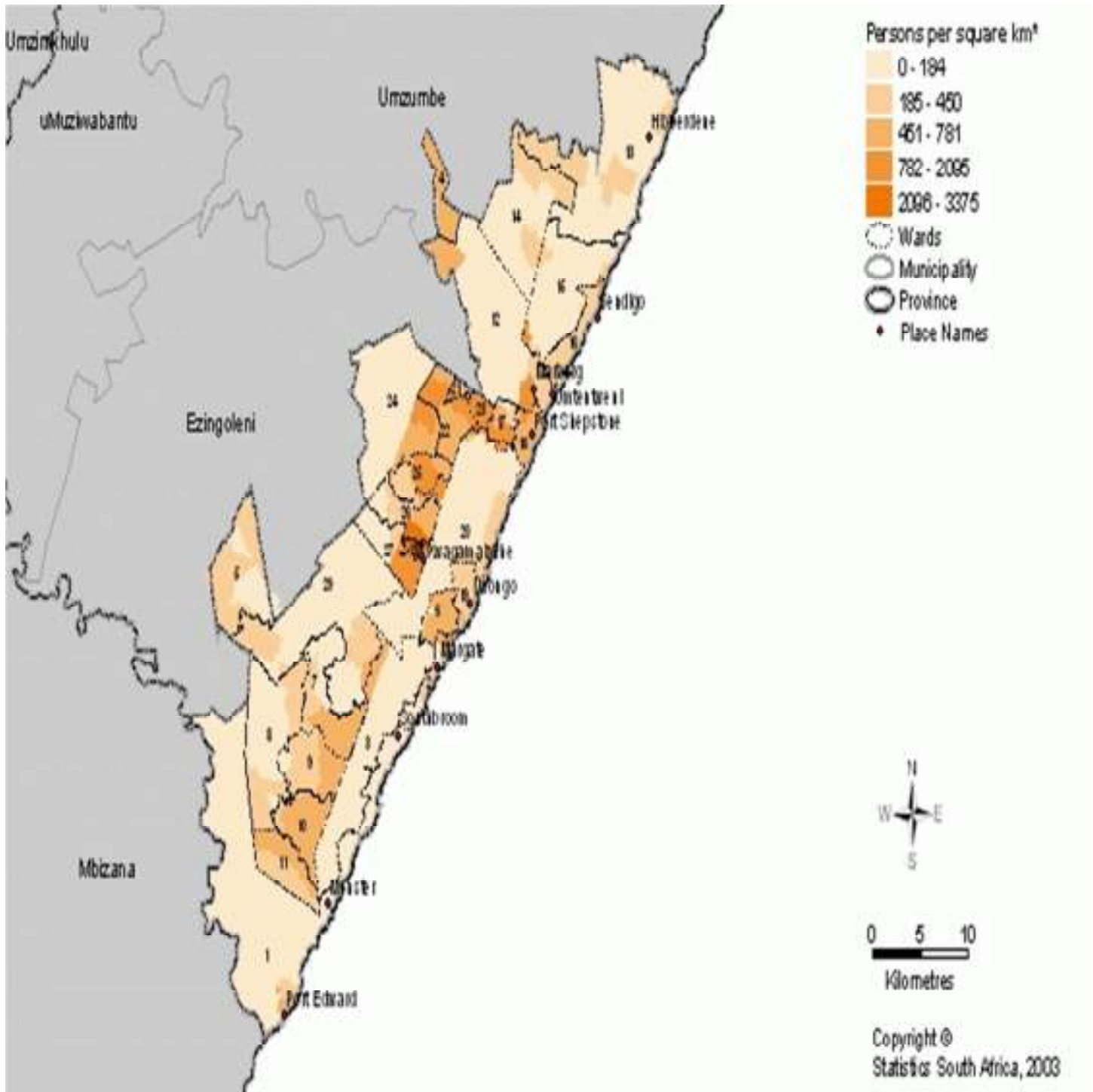
Map 2: Population Density on the following page illustrates the population distribution throughout the HCM; in terms of the number of people per square kilometer. This information draws attention to the service provision needs linked to population density.

This map illustrates the following:

- High population density per kilometer square Port Shepstone and surrounds, including inland at Port Shepstone, north-western corner, south and south-western inland.
- High population density indicates that there is a need to make provision to meet the basic needs of the residents, ensuring that all residents have access to housing, transport availability, etc.

The Community Survey 2007 conducted by STATSSA revealed that there are 50 649 households in Hibiscus Coast Municipality with average household size of 4.4 with the dependency ration of 60. Community Survey reveals that there has been a decline in 2008 density population compared with 2001 statistics.

Map 2



The map above reflects the municipality population densities

Languages spoken in HCM

- IsiZulu is the predominant language of HCM region;
- Slight increase in % of isiXhosa speakers and decline in % of English speakers between 1996 and 2001 – may be linked with decrease in White and Indians over this period, and location of HCM on the border of Eastern Cape and migration to HCM.
- Afrikaans is the least spoken language within the municipality.

Education levels

- The 20% of individuals with “no schooling” is about 3% higher than the 17% national average for this age group in 2007;
- Percentage with “some primary school” education is higher in HCM than nationally, but HCM is below the national average with respect to those who “completed primary school”;
- HCM is lower than national average for “secondary school” and recorded a 4% decrease in 2007 education;

Education is one of the national government priorities and the municipality and the Department of Education are working closely to ensure that this priority is met. Generally most schools within the municipality are in good condition and have water and electricity connection. The municipality has a bursary scheme, which is an initiative to assist the needy young people with a good matriculate pass who cannot afford tertiary education. This bursary assists young people who wish to pursue careers in town and regional planning, project management and engineering. Locally, the Esayidi FET College assists youth within the municipality to develop their skills so they can get better jobs in future.

School backlog

The shortage of schools is mainly in the rural areas particularly primary schools. Some scholars travel long distances to nearby schools and are at risk of being hit by motorist. Traffic calming is a necessity in reducing the high numbers of school children being run over by motorists. It should be borne in mind that the statistics pertaining to schools might be not realistic as it is not easy to access credible information from the Department of Education.

Schools without electricity

There are ten schools that have a problem with electricity within the municipality and they are indicated in the table below:

Name	Location	Challenge	Progress
1. Dington combined primary	KwaXolo	Not functioning	
1. Bashise	KwaXolo	Unwired	
3. Duduzile secondary	Oshabeni	Not functioning	
4. Galeni high	Gamalakhe	Not functioning	
5. Ikhwezilokusa Primary	Manzamhlophe	Unwired	
6. Kwamasosha high	KwaNzimakwe	Unwired	
7. Mabhongweni primary	Ellim	Unwired	
8. Mlonde high	Mvutshini	Unwired	
9. Mtwanungamzizwe high	Magog	Not functioning	
10. Nkonka high	Murchison	Not functioning	

Source: Port Shepstone DOE - Education Management Information Services, September 2009

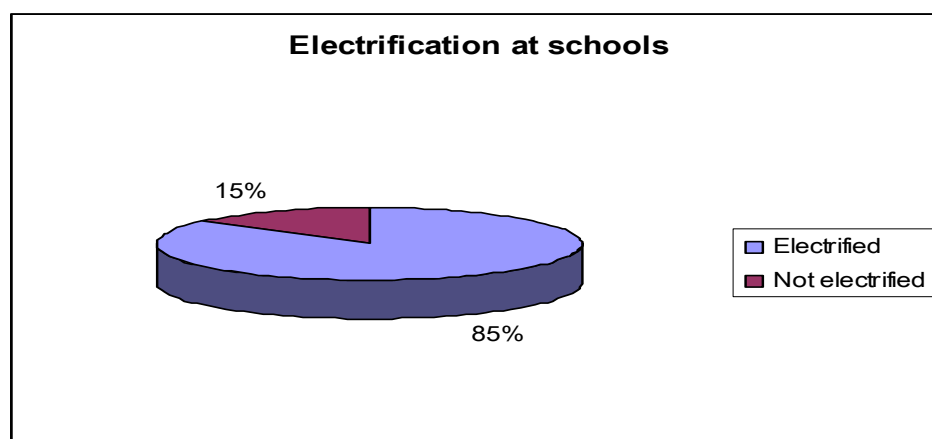
Planned infrastructure projects

1	New Schools		2
	Margate Middle School	Margate	
	Hibiscus Coast Primary	Margate	
2	Upgrades and Additions		7
3	Repairs and Renovations		5
4	Water and Sanitation		5
5	ECD		3
6	Mobiles		2
7	Curriculum Upgrades		5

ACCESS TO ELECTRICITY AT SCHOOLS

There are 62 schools within the Hibiscus Coast Municipality's area of jurisdiction, 53 of the schools have access to electricity and only nine of the schools still need to be electrified.

Electricity provision at schools



Source: Department of Education's report, 2009

The graph above reflects the level of electricity provision at schools

Department of Education should give guidance and inform the municipality regarding the departments current and future plans to ensure that all school receive the services that they should be receiving and the department's plans to instill safety measures in our schools. Water and sanitation backlog is communicated with the Ugu District Municipality so that the district can allocate resources and channel bulk infrastructure to such schools.

Sanitation

HCM is not a water service authority municipality hence water and sanitation services are planned and provided by the Ugu District Municipality. Ugu Water Services Development Plan estimates that 2.1 billion is required to meet the waterborne sanitation backlog between Sezela, Umtentweni, Southbroom and Port Edward. Approximately 0.9 billion of capital is required to meet the more densely populated areas including the strip from Port Shepstone to Ramsgate, Gamalakhe and Harding. The densely populated areas should be clearly identified and proper town planning be implemented to speed up township establishments. Hibiscus Coast Municipality is benefiting from the R50 million which is spent on the upgrades and reticulation of parts of Pennington, Uvongo and Shelly Beach areas.

Land Tenure

Land ownership within the HCM can be categorized within the following categories: Substantial Ingonyama-owned land, state-owned land, private owned land, and municipal owned land. The implication of the substantial Ingonyama and state-owned land is that many inhabitants do not have independent tenure rights and this impact on participation in the economy: i.e. economic choices are limited. But, this also draws attention to the potential for land reform opportunities to improve tenure rights, with its subsequent benefit. To date no state-owned land has been transferred in terms of the land reform programme. HCM does not have labour tenants but rather has extensive state land with beneficiary occupiers who have rights in terms of IPILRA and farm workers who have rights in terms of ESTA. The municipality has been affected by the slow pace in terms of processed land claims.

COMMUNITY NEEDS

Roads

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
<p>Quarry A5007 (Posini – Mthombeni)road, install speed humps in front of Louisiana school, tar & quarry the Main Louisiana road to Kholasi & quarry Oak farm road – ward 15</p> <p>Shad Lane road closure – ward 13</p> <p>Rehabilitation/ tarring of the Porana, Umhlangankulu & Abelia and install speed humps on Gall/Gray roads</p> <p>Partly retarring of the Cussonia road, attend to storm water problems at Russell Mellick & Stapleton corner and install speed humps at Stapleton road – ward 16</p> <p>Tar the southern end of Pumula Terrace - ward 16</p> <p>Address the storm water problems by the liquor store in Seapark and tar the Ocean View drive & Boarder road.</p>	<p>Install street lights and clearly mark the spot lights ward 12.</p> <p>Install speed humps, install a retaining wall at Croton Road and Crescent roads. Install wooden fence on short streets & install a set a robot at Buckingham road & Oscar Barches road, Maintain the Marburg sports ground parking – ward 17</p> <p>Regular maintenance of the Oshabeni access road</p> <p>Construct a bridge linking Sezela and Esixhokweni C, build access roads</p> <p>Install speedhumps at Maristella</p>	<p>Regravell Kenge road – ward 21</p> <p>Road to community to Mashembeni – ward 21</p> <p>Request for a pedestrian bridge at the Bhuqu river/ Manukuza bridge – ward 24</p> <p>Maintenance of all ward 24 bridges</p> <p>Construct a road from ABC – Chinini church</p> <p>Request for a bridge at Bhobhoyi – Mlungisi road – ward 23</p>	<p>KwaNositha Bridge rehabilitation</p> <p>Request for a retaining wall at KwaNositha/Mbhoshongweni – ward 27</p> <p>Rehabilitate Mbayimbayi, College to Xaba, Caraven to College roads – ward 27</p> <p>Rehabilitate road leading to Ohlangeni PS – A2410 – ward 26</p> <p>Tar the A2410 road, P200 (between Marburg and Gamalakhe) – ward 26</p> <p>Tarring of Tin Town roads: Kene Kheswa and Nkosinathi</p> <p>Request for a walkway from Dr Mgojo road to Mbuso Shabalala to Toto Ngwazi and X3 walkways at Tin Town – ward 28</p>	<p>Rehabilitation of the Grenville, Rodney, Collingwood roads in Trafalgar; Winnifred Crescent road in Marina Beach; Barnstable, Link, Palm & Gravel extension to Captain Smith in Southbroom; Sutherland Crescent, Daddywahl, Perch & the entrance to Kwabiela out of Ray Road, Dunkirk roads in Ramsgate; Harcourt road & Boom lane in Marburg</p>	<p>Mankuntshane access road upgrade; request for a pedestrian bridge from Mcabashi – Mvutshini; Jericho bridge, Maintain the Ntshebe road; maintenance of Ntshebe gravel road – ward 29</p> <p>Request to construct Shibase bridge for scholars</p> <p>Maintenance of the Esdeni & Mzotho roads – ward 5</p> <p>Request for bridges at Emahlathini and Dumezulu, Ntafufu and Mphelelwa – ward 8</p> <p>Request for speed humps at Shobeni – ward 5</p>	<p>Maintenance of all KwaLatshoda roads – ward 1</p> <p>Rehabilitate the Newport road, Port Edward – ward 1</p> <p>Complete Ramsay Ave rehabilitation (200m) - ward 1</p> <p>Rehabilitate Cascade road in Banners Rest – ward 1</p> <p>Tar 1st, 4th, 5th, 6th & 7th street in Port Edward – ward 1</p> <p>Rehabilitate Mkanti, S+Zenda, Madevu, Mphemba, Fikusuthi, Nompondo, Cele, Nompondo concrete slab, Xamlazonda, Green, S+Zuma, Madalalaza – ward 10</p>
<p>Tarring of the road Hibberdene – behind Spar – ward 13</p>	<p>Construct a bridge from Sezela to the school – ward 4</p>	<p>Ncungu road maintenance – D1117 to KwaNzimakwe housing</p>	<p>Upgrade all access roads - ward 27</p> <p>Request for speed humps at Kholisile</p>	<p>Install x3 speed humps on Venice drive, X1 speed hump</p>	<p>Request for a pedestrian bridge from Mcabashi to Mvutshini</p>	<p>Latshoda roads to be clearly marked and named</p>

<p>Tarring of Hibberdene streets</p> <p>Request for a bridge at Lamontville</p> <p>Put quarry on Posini & Mthombeni roads – ward 15</p> <p>Reconstruct the Bendigo road and address the storm water problems at Pearce road, Gall / Gray roads and install speed humps as well.</p>	<p>Access roads – ward 4</p> <p>Request for speed humps at Stedone road at Maris Stella</p> <p>Tar end of Cul de Sac of Umdoni/Rifle road – Oslo Beach</p> <p>Request for a robot at the intersection of Ugu fresh Produce</p> <p>Attend to the storm water drainage at the bridge & property no 24 and 26 Valley road – ward 18</p>	<p>development</p> <p>Extend the bridge near KwaNgwabe – Msholozhi road – ward 23</p> <p>Maintenance of all roads – ward 21</p> <p>Install a bridge at Mzotho's area – ward 21</p> <p>Extend Mdlanzi bridge – ward 21</p> <p>Install storm water drainage – ward 21</p> <p>Construction of a bridge at Nkanyezini, New town Ezideni bridge near KwaLuhkaza school and Mbayimbayi bridge next to Nkonka school – ward 22</p>	<p>Mpofana road, Vev Sithole and Geoarde Madlala road – ward 28</p> <p>Install speed humps – ward 26</p> <p>Maintenance of the storm water drainage – ward 26</p> <p>Request for a walkway – ward 26</p> <p>Rehabilitate Faith Mission road, KwaXaba VIP road & Sigidleni One road – ward 27</p>	<p>at Reid, Colin & x1 speed hump at Lilliecrona Boulevard roads – ward 19</p> <p>Install traffic lights at Marine Drive and Knox Gore road intersection</p> <p>Maintenance of Ogle road, Piet Retief cycle and all the untarred roads – ward 2</p> <p>Rehabilitate all roads – ward 2</p>	<p>clinic, upgrading of Thelawayeka access roads</p> <p>Upgrade of the parking area at Marina Beach front – ward 2</p> <p>Rehabilitation of D901 – ward 7</p>	<p>Rehabilitate road infrastructure around the Devils Pond, Munster – ward 1</p> <p>Rehabilitate the entrance road to Club Kerkira – ward 1</p> <p>Rehabilitate Mbhansini concrete slab, Sjuleni Mncadodo, Smakadeni, Quarry Mpisi, - ward 10</p> <p>Put rails at Caltex garage – ward 11</p>
<p>Maintenance of the access road from Dipini to Mambeni road, JB storm water to the tavern, pedestrian crossing bridge – Msoni and Mshoki residents, Mhlanganiswa turn off road to main road, storm water crossing at Denver to Mqolombeni, Kwasdlokolo access road to Mashaba school, Mvuzane sewing centre access road. Construct a bridge linking Domba & Umhlangankulu – ward 14</p> <p>Request for road reengineering as roads are too narrow.</p>	<p>Request for speed humps to be erected at roads near the schools and pavement – ward 12</p> <p>Request for a bridge at Sezela and Esixhokolweni – ward 4</p> <p>Install a set of robots at the Main Harding road and the top entrance of Merlewood</p> <p>Request for x2 speed humps in Albersville Lot 7 -</p> <p>Tarring of the Stapleton main access road, Old St Faith, Chaka road, Commercial road main access, Lynton into</p>	<p>Maintenance of the Ntayi, Ngongela, Qwaqwa, from Cele residence to Cwele residence, Ganyaza, Mdlazi, Mbayimbayi, Mtengwane, Dululu, D1117 to Mkhungo residence, Mashembeni, KwaBhengu store to Mazubane residence & Nkonka roads</p> <p>Request for x6 pedestrian bridges at Sdumile – ward 23</p> <p>X6 retaining walls – ward 23</p> <p>Tarring of the Jesus , Ngwabe, Sithithweni and Siphakamile roads – ward 23</p> <p>Tar Siphakamile road via Musa road</p>	<p>Rehabilitate D916, A2406, A2407, A2408, A2410, D178 & P 55 – ward 25</p>	<p>Tarring of Winston Ave and install x2 speed humps – ward 6</p> <p>Tarring of Kathrine, Raleigh, Drake, Irene, Irin and Pine streets – ward 6</p> <p>Rehabilitate Roosevelt street, Lionel street, Bobby Lock street, Louis Botha Avenue, Jonny Ralph (entrance to the pre-primary school, Bellevue street, Poplar road, Canterbury road,</p>	<p>Request for Ngqumbela bridge in ward 7 and Mbizana bridge</p> <p>Construct a bridge at Emahlathini /Dumezulu – ward 8</p> <p>Ntafufu bridge at Mphelelwa – ward 8</p> <p>Installation of speed humps next to Dunywa school</p> <p>Rehabilitation of the Ngwemabala bridge</p> <p>Construct a bridge crossing over Ngqumbela river to Phathwa HS –</p>	<p>Rehabilitate Ogle, Piet Retief, Capt. David, Toomley, Kemble, Fairwell & Ramsgate Ext 3 – ward 2</p> <p>Rehabilitate roads leading to Breema clinic, Nkoneni HP, Khaba Secondary, Princess Nombuso and Woza clinic – ward 10</p> <p>Maintenance of D1097 leading to Ntabeni clinic – ward 11</p> <p>Rehabilitate all access roads – ward 10</p> <p>Request for a walkway at Motokayingeni – ward 10</p>

Request for an access road leading to the RDP houses – ward 15	Aitken place road. – ward 12	to Sanyaza – ward 23		Cornford avenue	ward 7	Installation of speed humps, proper signage and road marking at Golf Course road – ward 1
Request for speed humps on Madlala road	Maintenance of the following badly pot holed roads: Dennis Circle, Royston road, the park areas at Tweni beach,	Rehabilitation of the roads and storm water maintenance – ward 23 Retaining wall on the Chibini road – ward 23		Margate drive and Wilkie road	Maintenance of Bewu road and other access roads- ward 9	
Install a robot at Sunwich Port – entrance to the shopping centre– ward 16	Woodpecker road and Ferndale road – ward 12	Rehabilitate D1014 leading to Bhobhoyi clinic, roads leading to Ndabezinhle PS, Mnganka PS & Hlanganani PS – ward 20		Resurface Campbell road and Sturgess Avenue	Proper rehabilitation of the Thokotho bridge	Tarring of D1097 leading to Ntabeni clinic – ward 11
Address stormwater problems at Jack Nicholson and Mitchels Close	Rehabilitate all roads that are badly damaged- Umtentweni			Resurface Paul Street and Ross Munro Avenue – ward 6	Maintenance of P732, D1095, road leading to Dlubulwane and Delihlazo schools	Put concrete step at Mgangatho, Gqezu, Sihlaveni road, Maghidi road, Bhalule road, Sihlayini, Doni, Ngcuken’ Lobi/ Thundezai – ward 11
Banana Beach & replace the wooden structure at the water front. Ward 16	Tar the area in front of the post office and the pharmacy	Tarring of the following: road to Bhomela Methodist Church to Bhuqu sportsfield, road from Mdlungwane to Dalefeni store, road from the Roman Catholic Church to Esigqokweni, road from Nyandezulu PS to KwaNtaka Store, road from Bhomela clinic to Mkhize rail, road from KwaNzama to KwaSithole (Bhethani), road from Laythini to Ezinkawini (Ringini) and road from Methodist Church to Mfihlo NN – ward 24		Crescent, Venice Drive, Crescent road, Golf course road, Fairway road, Zurich drive, Fleet road, Svea Avenue, Konrad drive, Mclver Avenue, Tucker Avenue, Broadway street, Robbins road, Thanet road- ward 19	Rehabilitate roads leading to Bashise PS, Mlonde HP, Mthombothi PS, Isikhuthali PS, Mcushwa HP, Dingeton PS, Dubuleka PS, Mabhongweni PS, Standuxolo JS, Mvutshini clinic, Ludimala clinic and D1091 – ward 29	construct Mhlongo, Esindoveleni, Jobongweni and Mbhoshongweni roads – ward 11
	Install speed humps in Mellville					Rehabilitation of the Thongasi Walk way & the bridge and Ndelu road – ward 11
	Tar Chief road leading to Breama school, Vusushaba store to Cophela school and P68 leading to Mbalencane school					
	Rehabilitate Anderarson street and Aitken street – in front of St Martin de Porres School - ward 18	Put quarry in all ward 24 roads – ward 24		Repairing and painting of road names in Uvongo – ward 19		Put stormwater system drainage at Hlophe road – ward 10
	Traffic congestion at Andearson street (pre primary & primary school)	Upgrade and install a retaining wall at Mpholozi road – ward 23		Speed humps – place of Restoration child & youth centre		Regravel Matolweni, Gogogweni, Motokayingeni, Nkanyezini, Gumedede, Dumasi & Goxe roads – ward 10
	Repair of section of brick wall on same pathway that has broken away and will need to be re-built – ward 18	Construction of Mlungisi road from ABC to Chibini and construct a bridge at Bhobhoyi – ward 23		Install speed humps at Fascadale, Bidston, and Julia roads, opposite Stralenberg in		Revamp Mgungundlovu bridge at Magobo river –

	<p>Install speed humps on Lala Road, Oslo Beach, near Funky Kids Pre-Primary School ward 18</p> <p>Upgrade North road Oslo Beach northern parking area upgrade. Road upgrade and improve accessibility to the beach - ward 18</p> <p>Alterations to bridge at 24-25 valley road regarding storm water surges – ward 18</p> <p>Install traffic cycle at Marine Drive and Umdoni road intersection – ward 18</p> <p>Repair potholes at Allesund, Pollux and Rathbobneville road – ward 18</p>	<p>Install a storm water drainage system near Ziphakamise – ward 22</p> <p>Tar Bhengu, Mbi Zondi & Joko road- ward 20</p> <p>Put quarry on Mganka, Sipho, Ntunja, Etheophini, Nqatsheni and Mbotsha roads – ward 20</p> <p>Put quarry on Nkanyezini road, Newtown, Nkonka, Mbayimbayi, GG, Madakane (lower and upper parts) – ward 20</p>		<p>Wartski Drive and Windsor Avenue and the Panama Parade Margate</p> <p>Place street numbers for lot numbers – ward 2</p> <p>Install a speed hump at Mhlangeni area – ward 3</p> <p>Resurfacing of Shelly Beach road – ward 3</p> <p>Construct a walkway from the Skyboard to St Michaels Beach – ward 3</p> <p>Tar the Ingwemabala school road – ward 3</p> <p>Resurfacing of all roads – ward 6 & 19</p> <p>Install speed humps – ward 19</p> <p>Tar Irene, Barnard, Kethrina & Mc Alarm road- ward 6</p> <p>Resurfacing of the Bobby Lock & speed humps – ward 6</p>	<p>ward 10</p> <p>Tar D1061 – ward 10</p>
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Electricity

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
Household connections at Stick farm Request for streetlights on the R102 road & connect streetlights in Hibberdene Connect 1 high mast and 1 additional high mast is needed	Electrification of the community hall Request for x2 additional highmasts- ward 4 Request for electricity provision- ward 4 Electricity provision at Maris Stella – ward 12 Electrify Greenside - ward 12	Request for 15 high masts – ward 23 Cater for in-fills Cater for in-fills at ward 23 Electrify Sdumile houses – ward 23 Install x6 high masts – ward 23 Upgrade transformers – ward 23	Request for X4 highmasts for ward 27 Provide electricity at KwaXaba, Esigedleni, Mqolombeni & KwaNositha – ward 27 Request for x10 streetlight at Mbhoshongwe ni road – ward 27 Request for x10 streetlights at KwaNositha Tin Town road – ward 27 Cater for the in-fills – ward 26 Install a street light at Whitecity – ward 26	Install a street light – ward 2 Electrification of the community hall – ward 3 Install & maintenance of all streetlights – ward 6 & 19	Connect Mankutshane high mast light & address the in-fills at Mankutshane & request for x2 high masts, electricity in-fills t Mvutshini; x2 high masts at Mvutshini, in-fills & x2 high masts at Lamont/Jericho; x2 high mast at Mbecuka & x2 high masts at Thelawayeka	Request for highmasts in Dozaneni, Nkoneni, Nompondo, eNkulu, Mncadodo, Gate and Motokayingeni – ward 10 Electricity in-fills at Nkoneni, Mkanti, Two Stick, Fikusuthu, Nompondo, Madabalaza, Enkulu, Dozaneni, Mgungundlovu, Woza & Matolweni – ward 10
X2 highmasts in Stick farm – ward 13 Request for x6 high masts – ward 14 Install street lights on R102 road – Hibberdene	Cater for in-fills – ward 12 Request for high masts – ward 12	Install electricity and install x6 highmasts – ward 21 Install x20 highmasts – ward 24	Provision of electricity at KwaXaba, Esigedleni & Mqolombeni		Install x4 highmasts & cater for the in-fills in ward 5 Install x6 highmasts – ward 7	Install x5 high masts (Thongasi, Dark City, Mgangatho, Buthongweni and Jobongweni) – ward 11
Provision of electricity at KwaSilwane, Mkhomazane, Sentombi, Gwababeni & Sdakwa – & request for a highmasts in	Request for x2 high mast at Maris Stella Request for x6 street lights in Albersville	Cater for 150 in-fills – ward 24 Cater for in-fills – ward 22 Install streetlight and highmasts – ward 22	Cater for 500 in-fills – ward 25 Request for x8 high masts at Mpundulwini, Mkholumbe,		Cater for the in-fills & install x6 highmasts in ward 7 Install a high mast at Dumezulu – ward 8 Install a high mast	Cater for in-fills (Thongasi, Thundeza, Mngangatho, Buthongweni and California) – ward 11 Install electricity

ward 14. Request for a high mast at Intshambili & cater for the 15 in-fills Request for a high mast – ward 14 Install a high mast at Intshambili & cater for the 15 in-fills Electrify Louisiana RDP houses Request for high masts near the Umzumbe station and x4 high masts at Fairview – ward 13 Request for electricity provision at Mkomo	Request for x2 high masts at Oshabeni – ward 4 Electrify x45 houses at Oshabeni – ward 4 Request for x2 high masts at Palm View Electrification of x10 houses at Palm View Address the issue of ±120 street lights that are not in working order in ward 12 Lock electricity boxes to limit easy access / manipulation by thief's – ward 18	Request for x2 highmasts at Mganka, x2 highmasts at Dikwe, x2 Nqantsheni – ward 20 Request for streetlights for Bhobhoyi phase I – ward 20 Cater for in-fills at lower and upper Madakane, Ezideni near KwaLuhla (new residents and NPC new houses), Nkanyezini new houses, GG new houses- ward 22 Install x3 highmasts and streetlights – ward 22 Maintenance of Madakane and Mbayimbayi – ward 22	Gugulethu, Thembisa, Madwaleni, Mpakeni, MaMtolo & Mbambazi – ward 25		at Mphelelwa – ward 8 Install a high mast at Woza & Manzamhlophe – ward 8 Connect electricity at the sewing centre and surrounding areas – Manzamhlophe Request for a high mast at Shobeni Electrification at Ngwemabala and Ngodini Additional x7 high masts in ward 7 Electrify Gcilinga hall	infrastructure at & in-fills Buthongweni, Ncukeni and California – ward 11 Request for highmasts at Nkoneni, Ntabeni, Madabalaza, Gate, Motokayingeni, Nkanyezini, Mgungundlovu, Dozaneni, Goxe, Woza and Matolweni – ward 10 Request for a highmasts at Thandandlovu, Buthongweni, Jobongweni – ward 11 Request for individual household billing for the card system – ward 11
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Water

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
Provision of water to areas surrounding the Ellerton Store, Phase, Gwababeni, Cabhane, Mkhomazane, Sdakwa, Sentombi & Silwane Commencement of Stick farm Phase 2 of the water supply Water pipe extension at Stickfarm – ward 13	Request for the provision of stand pipes – ward 4 Connect water at the community hall – ward 4 Request for water supply at the Oshabini library	Upgrade water standpipes and request for water tanks – ward 24 Request for water stand pipes – ward 21 Install a water main pipe at the lower part of Ezideni – ward 22 Provision of water at upper Madakane, Topiya an New Town – ward 22	Water pipe extension in ward 27 Additional standpipes at Qinabout – ward 26 Water connections at Nkulu hall, Madwaleni crèche, Nqabayensimbi Poultry Co-opt, Mbumbazi, Goshi, Goso, Mpakeni, Masele, Madakhi, Mkhholombe &		Water supply at KwaJiyane & Jama areas; towards Sinamuva store; water supply at Lamont/Jericho. Water supply at Sunduza , Mbecuka & Thelawayeka – ward 29 Install water stane pipes at Dumezulu – ward 8 Water provision at Shobeni and water truck to come at least twice a week	Request for water pipe extension at Nkoneni, Two stick, Mkanti, Enkulu, Gate, Mpisi, , Xamlazonda, Sjuleni, Dozaneni, Motokayingeni, Mngungundlovu Nompondo, Mncadodo, Msakadeni, Madabalaza and Woza – ward 10 Install a storm water system and a car wash facility – ward 1

			Madwaleni – ward 25			
Water supply at Louisiana, convert water tanks to standpipes. Provide x2 standpipes for Emlanjana area (Conner house – R709). Increase water pipe capacity at Intshambili & Convert the existing water stand pipes taps in Louisiana					Water pipe extension in ward 5 Extension the water pipe in ward 7 Water supply at Nkothaneni – ward 8 Provision of water at Manzamhlophe – ward 8 Install standpipes at Zakazani/Mphelelwa – ward 8 Water supply at Nkampini and surrounding areas	Provide water at Zamangwane crèche – ward 10
Water extension at Posini & Chibini-ward 15						
Request for water connection at the existing crèche – ward 13 Request for water provision at Hlangamkhulu Request for water standpipe at the MPCC and the community gardens – ward 14 Elderly people's houses should have direct water connections – ward 14 Request for a stand pipe nearby the post office – ward 15					Water supply at Sunduzi - ward 29	

Sanitation

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
Provision of toilets in Fairview Request for toilets in ward 13	Request for toilets Toilets have reached their carrying capacity therefore need draining – ward 4	Request for 1000 VIP toilets – ward 23 Request for 100 toilets – ward 23 Provision of toilets – ward 21	Provision of toilet units in ward 27 Request for 1000 VIP toilets – ward 25	Additional ablution facilities at the St Michaels Beach - ward 3	Provision of toilets at Sunduza & Lamont dip tank Provide toilets at Nkothaneni & Manzamhlophe – ward 8	Provision of 1000 VIP toilets – ward 10 Request for toilets (Thundeza, Mgangatho, Ebuthongweni – ward 11
Provision of toilets at Cabhane, Mkhomazane,	Request for VIP toilets – ward 12	Request for toilets – ward 22		Request for VIP toilets – ward 3	Provision of toilets in ward 5 Request for	Request for toilets at KwaLatshoda –

Sdakwa, Gwababeni, Sentombi & Silwane					toilets in ward 7 Provide x16 toilets at Egxeni – ward 8	ward 1
Provision of toilets at Intshambili, Posini, Chibini & Magog. Replace the existing sanitation system in Louisiana X70 toilets required at Intshambili					Provision of toilets at Nkothaneni & Manzanhlophe – ward 8 Provision of x16 toilets at Egxeni – ward 8 Request for provision of toilets at Sunduzi – ward 29	Complete Peter Pan Beach toilet revamp – ward 1 Ablution refurbishment at Splash Rock – ward 1

Housing

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
Provision of housing in ward 14 Request for RDP houses at Stick farm – ward 13	Fast track handing over of RDP houses to beneficiaries – ward 4 Fast track building storm damaged houses – ward 4 RDP houses and storm damaged houses are need needed – ward 12 Request for 10 RDP houses in Albersville Lot 7 Request for x30 RDP houses at Oshabeni – ward 4 Provision of x18 RDP houses in Maristella Request for x10 RDP houses at Palm View	Provision of the RDP houses – ward 24 Request for 1000 RDP houses – ward 23 Provision of	In-situ housing for KwaXaba & Esigedleni – ward 27 Request for in-situ houses at Emthini and Kende and Qinabout housing phase II – ward 26 Request for 500 housing units - ward 25		Fast track housing delivery in ward 5 & 29 Request for the commencement of the phase 2 housing project Request for low cost housing at Manzanhlophe & Sunduzi	Provision of low cost houses – ward 10 Provide low cost housing and finish 2008 disaster project – ward 10 Build houses for 2008 flood victims – ward 27

Public works

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
Request for a youth centre at KwaMadlala – ward	Maintenance of Council owned flats in Merlewood &	Construction of the Thusong service centre – ward 23	Request for a Gamalakhe shopping		Request for the construction of the Life Skills Centre at	Request for a youth development

14	Marburg, put railings and provide access for the physically disabled persons – flats; request for a playground at the Jersey place – ward 17	Request for a Thusong Service Centre – ward 21 Request for a media & skills development centre – ward 22	mall and a youth development centre- ward 26 Request for an old age home – ward 28		Nkothaneni – ward 8 Request for a Thusong Service Centre – ward 7	centre – ward 10 Request for a youth development centre at Thundeza – ward 11
	Request for a skills centre to be utilized by the youth and women – ward 12 Request for a Thusong Service Centre – ward 4 Extent the Merlewood community centre – ward 17 Request for a skills centre at Oshabeni – ward 4 Upgrade of the Untentweni Beach facilities		Request for a youth development centre – ward 27		Request for a FET to be built at KwaXolo Request for a care centre at Gcilima – ward 7 Upgrade of electricity and walkway at marina Beach – Ward 2	Request for a swimming pool – ward 11

LED projects

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
Request for a bakery and sewing centre – ward 14 Bakery and sewing centre at Gwababeni – ward 14	Hire locals in local projects – ward 4 Create more job opportunities for Oshabeni people	Utilize the Nyandezulu Thusong Serviced Centre for computer training skills – ward 24	Refurbishment of the Gamalakhe traders village – ward 28		Request for a hawkers shelter – ward 29/ Mankutshane	Identify a site for agricultural purposes at KwaLatshoda – ward 1
Request for seeds and hoes to sustain the 1 house 1 garden initiative	Create job opportunities for Merlewood youth	Provide seeds for community gardens & a water tank – ward 24	One house one garden – ward 27		Fencing of Thelawayeka community gardens	Request for a mini manufacturing centre at KwaLatshoda – ward 1
Request for land availability for a bakery site Provide 20 sewing machines at the sewing centre – ward 16	Request for a community garden at Oshabeni & shall be fenced. Request for a community garden at Palm View	Encourage Department of Health, Social Development, SAPS and Department of protection services to provide services at the Thusong centre at least twice month – ward 24			Construct a Thusong Service Centre in ward 7 Initiate a poultry project at Mphelelwa – ward 8 Provide x5 sawing machine for the Woza area – ward 8	Request for a hydroponic gardens to produce tomatoes at Dozaneni – ward 10 Request for a sewing centre at Enkulu –

		Request for hoes and seeds – ward 21 Request for a Thusong Service Centre – ward 23			Provide seeds to sustain the 1 house 1 garden initiative at Woza – ward 8 Create job opportunities for ward 5 youth Request for a soup kitchen at MPCCs and support co-opts Request for seedlings for garden groups – ward 7	ward 10 Rehabilitation of the Mazidlekaya bakery – ward 10 Introduce food parcels – ward 10 Request for the official launch of the MPCC – ward 11 Request for a manufacturing trade centre at KwaLatshoda – ward 1 Request for identification of land to be utilized for agricultural purposes – ward 1
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Community halls

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
Construction of Silwane & Lamont community halls. Request for the construction of the Louisiana hall. Extend the Magog hall Request for a community hall at Louisiana Request for a community hall – ward 13 Request for a community hall at KwaMadlala Extension of Mgoba community hall	Construction of the Merlewood community centre Request for a community hall at Umtentweni Revamp the White City hall (leaking problem)	Request for Mtengwane – ward 21 Request for a community hall – ward 23 Extension of the existing community hall – ward 21 Request for a community hall – ward 20 Renovation of the exterior of the Maveshe hall – ward 22 Extension and renovation of the Madakane hall – ward 22	Extension & replace bugler guards& the gate at the KwaXaba community hall – ward 27 Renovation and put a gate at Sgedleni hall – ward 27 Request for a community hall at KwaNositha with ablution facilities and fence – ward 27 Request for a community hall – ward 26 Request for a community hall at Masele, Msikaba & Mbumbazi – ward 25	Request for a community hall – ward 2	Renovation of the Sunduza hall- ward3 Request for a community hall at Thelawayeka Request for a hall at Shobeni/ward 5 Provide a community hall for Manzamhlophe – ward 8 Maintenance of the community halls Request for a community hall at Shobeni – ward 5	Request for roofing & furniture and Enstambili hall – ward 10 Fence, connect electricity and provide furnisher at Ntabeni hall – ward 10 Rebuild & refurbish the Monument in Port Edward – ward 1 Construct a community hall at Latshoda – ward 1 Request for a community hall at Thundeza –

		Request for the KwaLuhlaza hall – ward 22				ward 11 Fence Mgangatho hall – ward 11
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Sports fields

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
<p>JB sports field & change rooms renovation – ward 14</p> <p>Request for a sports field at Louisiana – ward 15</p> <p>Sports field requires grassing, water connection and change rooms – ward 13</p> <p>Request water stand pipes at Mkomo – ward 15</p> <p>Complete the sport field – ward 15</p> <p>Fully equipped sportsfield with changing rooms – ward 16</p>	<p>Fencing of the Marburg volley ball court; Complete snags at the Merlewood stadium</p> <p>Sports ground need goal posts and shelter for spectators – ward 4</p> <p>Request for a new sports ground & revamping of the existing sports ground – ward 12</p> <p>Request for a sports ground at Maris Stella</p> <p>Upgrade the OShabeni sports ground – ward 4</p>	<p>Upgrade Bhuqu sports field and add a netball court and volley ball court – ward 23 & 24</p> <p>Sports centre next to Nkonka HS – ward 21</p> <p>Request for a sports centre – ward 21</p> <p>Request for a sport centre (soccer pitch, basketball field, tennis court and a swimming pool) - ward 23</p> <p>Bhobhoyi sportsfield phase I – ward 20</p> <p>Revamping of the Nkonka sports ground – ward 22</p>	<p>Bhabhayi fencing, changing rooms & ablution facilities – ward 27</p> <p>Request for a netball court with changing rooms and ablution facilities – ward 27</p> <p>Request for a gymnasium – ward 28</p> <p>Fence and upgrade the Mlongwana sportsfield – ward 26</p> <p>Request for a sportsfields at Nkulu, Masele, Mbumbazi, & upgrade of Thembisisa & Msikaba – ward 25</p>	<p>Request for a sportsfield – ward 2</p> <p>Request for a sportsfield – ward 6</p>	<p>Request for a sports field in ward 5</p> <p>Request for a netball court & the completion of the Thokothe sports ground – ward 7</p> <p>Request for the sports field at Nkothaneni - ward 8</p> <p>Complete the Shibase and Thokothe sports fields</p> <p>Grass cutting at Shibase sports field</p> <p>Netball court at Gcilima sports field</p>	<p>Request for a sportsfield at Port Edward – ward1</p> <p>Request for Mpenjathi sportsfield upgrade, provide poles and nets and installation floodlights - ward 10</p> <p>Request for a sportsfield which can accommodate church services – ward 1</p> <p>Request for a sportsfield and changerooms in Banners Rest – ward 1</p> <p>Request for a sportsfield at Latshoda and put change rooms – ward 1</p> <p>Request for California sportsfield – ward 11</p> <p>Request for sportsfields at Nompondo, Woza, Mgungundlovu – ward 10</p> <p>Request for a netball court – ward 10</p> <p>Revamp the</p>

						netball court & change rooms - ward 11
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Community gardens

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
Request for community gardens at Gwababeni, Damazuzu, Sdakwa, Wukwini, Sentombi, Chibilingashe, Cabhane & Mhlangamkhulu Request for a community garden at Wukwini – ward 14	Provide a water tank for the Merlewood gardens Request for community gardens – ward 12 Request for a community garden at Maris Stella and at Oshabeni	Request for hoes and seedling – ward 21	Fencing of community gardens near Vuzubuhle- ward 28 Fence all community gardens – ward 26		Fence Mvutshini, Lamont/Jericho, , Sunduza & Thelawayeka gardens – ward 29 Request for community gardens in ward 5	Request for community gardens and provision of seeds & equipment & fencing at Nkulu, gate, Entabeni, Gate, Woza& Dozaneni– ward 10
Fence & resuscitate the Dubula garden Request for garden at Stick farm –ward 13			Revitalise and fence Goshi, Tomu, Nkangeni, Masele & Msikaba. Request for additional community gardens at Mbumbazi, Madwaleni, Promote One Home One garden campaign – ward 25 Request for a community garden- ward 27		Request for community gardens Fence all community gardens – Manzamhlophe	Request for a community garden at KwaLatshoda – ward 1 Support the In-Town market initiative – ward 1

Crèches

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
KwaNdwane, Burglar proof the Intshambili crèche & renovate the Magquma crèche Request for a crèche – ward 13 Request for a crèche at KwaMadlala, Silwane/Lamont and Ndlwane – ward 14		Request for a crèche at Mbayimbayi – ward 21 Request for crèche at Bhobhoyi – ward 20 Request for the Ezideni crèche –	Request for a crèche at Ireland and Home to accommodate 200 kids as a crèche – ward 26 Request for crèches at	Request for a crèche – ward 2 Request for a crèche – ward 6	Request for a crèche at Lamont/ Jericho; request for a crèche at Jericho – ward 29 Request for x2 crèches in ward 7 Request for a crèche in ward 5 Request for a creche at Nkothaneni, Dumezulu,	Request for a pre-school / crèche – ward 1 Request for a crèche at KwaLatshoda Request for a crèche at Madabalaza area – ward 10 Electrification of all crèches – ward 10

Request for Ngqobheni crèche – ward 13		ward 22	Nkulu, Okhalweni & renovate Masele and Msikaba crèches – ward 25		Ngwemabala, Gogogweni	Renovate & fence Fundukuzenzela crèche and provide an extend Mncadodo crèche and connect water and electricity – ward 10
Request for a Sunwich crèche – ward 16						

Schools

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
Request for a high school – ward 14 Request for a high school at Louisiana – ward 15 Request for a grade R – grade 12 – ward 16	Request for a FET college at Oshabeni – ward 4	Request for a library – ward 23 Request for Mkholumbe Primary school – ward 20	Request for a high school at KwaNositha – ward 27	Request for x2 school – ward 2	Provision of clean water to Sikhuthali PS & Mcutshwa HS Request for higher learning institution – ward 9	Request for a lower primary school at Motokayingani – ward 10 Request for a High school at Port Edward – ward 1 Request for a primary school at Motokayingeni – ward 10

Libraries

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
Request for a library at Fairview – ward 13 Build a library inside the community hall – ward 15	Fencing of the Merlewood library & community centre Install burglar guards & security gates at the Marburg library Request for a library at Oshabeni		Request for libraries at the following school: Paddock, Nkulu & Mavundla Primary School – ward 25		Request for a library in ward 5 Request for a library in ward 7 & 9 – Gcilinga	Revamp the Port Edward library – ward 1 Request for a library at KwaLatshoda – ward 10 Request for a library – ward 10

Verge maintenance / plot clearing

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
Regular waste collection – ward 14	Stream cleaning Eradicate evasive plants – ward 12 Clearance of the bush in Oslo Beach – ward 18; Clearance of the bush in the main Harding road between Prince Olaf and Allesund	Request for verge maintenance – ward 21 Grass cutting at Maveshe, Madekane crèche, Maveshe hall & Madakane – ward 22		Eradication of alien vegetation – ward 2		Verge maintenance, eradicate evasive plants at KwaLatshoda Maintenance of Council properties and storm water drainage – ward 1 Extend waste

	road; Norman and Range road					collection and grass cutting service – ward 10
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Clinics

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
Request for a clinic – ward 13 Request for a clinic at Chibini & Louisiana – ward 15	Requests for HIV/Aids treatment – ward 4 Upgrade of the Tweni clinic		Request for a clinic at KwaNositha – ward 27 Request for a clinic at Qinabout – ward 26 Request for a clinic at Okhalweni & Msikaba – ward 25		Request for a clinic at Sgodaneni Request for a clinic – ward 9 Request for a clinic at Manzamhlophe – ward 8	Provide mobile clinic service at KwaLatshoda – ward 1 Request for a clinic at KwaLatshoda – ward 10 Request for a mobile clinic at Mgingundlovu – ward 10 Put signs at the hospital and the Breama clinic – ward 10

Social services

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7
Extend the swimming beach and maintain the ablution block – ward 13 Police visibility at the and by-laws are not enforced & toilets at the taxi rank are not in working order – ward 13 Request for a 24hr satellite police station – ward 14	More police visibility (HCM) visibility to curb crime – ward 12 Crime is rife at Greenside – ward 12 Install new fence at Tweni beach Establishment of braai areas and grading of the parking area – ward 18		Create job opportunities for the youth – ward 26 Request for a graveyard – ward 26 Provide furnisher for the community centre – ward 26 Request for an amusement park at Nkulu, Okhalweni, Masele, Msikaba & Mbumbazi	Conclude the Margate Urban renewal - ward 2 Maintenance of the Margate tidal pool – ward 2 Rehabilitate the Marina Beach tidal pool ramp – ward 2 Change street names – ward 3	Visible policing to curb rife crime in ward 5 and 8 Sustenance of disability grants - ward 9	Request for a playground at Nompondo – ward 10 Request for retaining wall at Princess Nombuso Educare Centre – ward 10 Allocate a suitable site for the NGK church – ward 1
Request for a graveyard – ward 14 The youth office should be more visible - ward 15	Increase security on pathway linking Connor and Dennis Shepstone streets at night. – ward 18 Upgrade and		Request for a park – ward 27	Eradicate the slum settlement – ward 3		Request for a satellite DPS office and by-laws enforcement – ward 1

	<p>maintenance parking area in front of the dental practice at Lot 297, Reynolds Street – ward 18</p> <p>Maintenance of the Oslo Beach cemetery (road and parking upgrade) – ward 18</p> <p>Request for street upgrade (Ranic and Basley) – ward 18</p> <p>Security fence at Bazley Street eastern end and Transnet land- ward 18</p> <p>Security fence at Clarendon road – ward 18</p>					Request for a public park at Mpenjathi – ward 10
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ADDITIONAL COMMUNITY NEEDS REQUESTS RECEIVED AFTER THE DRAFT BUDGET

Ward 22

1. Renovation of the exterior of the Maveshe community hall.
2. Extension and renovation of the Madakane community hall
3. Construction of a media and skills development centre
4. Construction of KwaLuhlaza community hall
5. Request for a bridge at New Town, Ezideni near KwaLuhlaza School.
6. Request for a bridge at Nkanyezini
7. Revamping of the Nkonka sportsfield
8. Request for a creche at Ezideni
9. Request for a bridge at Mbambayi next to Nkonka School

Ward 16

- 1) Tarring of Border rd. Southport.
 - 2) Tarring on Mhlangakulu rd. Southport.
 - 3) Entrance, parking and revamp of Police station Southport
 - 4) Reconstruction of small bridge in 3rd Ave, Southport.
- Revamp of Library and Clinic at Southport.
- 5) Street lights in whole Ward 16.
 - 6) Funds for proposed School in Ward 16.
 - 7) Speedhumps for Berea rd. Southport
 - 8) Reconstruction of Jan Hofmeyer rd. Southport Have a nice weekend.

Ward 18

1. Security fencing to block access at the eastern end of Bazley Street to the common land that leads down towards the Transnet land.
2. Security fencing at Clarendon Road.

Ward 1

Agribusiness for KwaLatshoda

Manufacturing trade centre at KwaLatshoda

Ward 21**Roads**

1. Gravel, install the storm water drainage system and put tar on the following roads: Kenqe, Ncunsu Shazi, Mapapaza Mhlongo, Musa Khambule, Ngiphe
2. Regravel the Spinny road
3. Gravel and install the storm water drainage system on the following roads: Mathuthu, Duna Xolo, thokozile Mazubane, Fana Qola road
4. Put quarry and install the storm water drainage system on the following roads: Nompumelelo Lushaba, Ndoh Dlamini, Mgonothi, Jabulani, Thulasizwe, Qoyi road, Zwelakhe
5. Put quarry on the Rich Gcaba, Ngah, Mbayimbayi 1st, 2nd and 3rd road, Dombi Cele , Mdlanzi, Mjomi, Ngolela
6. Put quarry and storm water drainage system on the following roads: Mtengwane 1st, 2nd and 3rd , Sindi Botho, Qwaqwa, Mdlanzi 3rd , Mdlanzi 4th , Mdlanzi 5th , Mdlanzi 6th , Mdlanzi 7th and Mdlanzi 8th, Forie Ntunja, Bhekalakhe Ntaka, Zingiza
7. Regravel and extend Mdlanzi bridge
8. Request for a bridge to Mzotho area, extend to Mdlazi school and a low level bridge to Nxumalo family, Ganyanza at Ngolela, Mjomiroad to Fani Ntunja road and Mjomi road
9. Request for a walkway from Shaya Moya store to Skhosane area

Infrastructure projects

1. Request for 7 bus shelters: x1 at Mtengane, x2 KwaSithole, x2 Ganyaza and x2 dlazi bus stop

Agriculture

Request for land release for grazing next to Mdlazi VD and shall be fenced. Provide a tractor and livestock (Nguni cattles)

Electricity

1. Request for 8 high masts
2. Request for x3 highmasts at Mbayimbayi area (next to Mhlongo, next to Dlamini home and at Masheni).
3. Request for a highmast at Mtengwane (Phayini)
4. Request for x2 high masts at Mdlazi (next to Mbheles family and Quarry site)
5. Request for x2 highmasts at Ganyaza (next to sports ground and Ngolela)
6. Request to cater for 250 in-fills (x120 Mbayimbayi, x30 Mtengwane, x30 Mdlazi and x70 Ganyaza)

Water

1. Request for a standpipes at Mbayimbayi, Sbunge, King, Ganyaza, Ngolela and along Forie road
2. Prioritize the indigent population in water supply - Mtengwana

Sanitation

Provision for toilets

Housing

Request for RDP houses

Public works

Thusong service centre next to Mbayimbayi hall

Local economic development

1. Request for hoes and seeds
2. Request for a sewing centre / skills development centre at Mbayimbayi
3. Request for a soup kitchen at Mbayimbayi
4. Create job opportunities
5. Request for a skills development centre (Broiler making and various skills)

Community halls

1. Request for the Mtengwana hall
2. Extend the existing Mbayimbayi hall

Sportsfields

1. Request for a sports centre next to Nkonka HS (parking, tennis court, basketball field, swimming pool and indoor sports)
2. Request for a sportsfield at Ganyaza
3. Request for a sportsfield for the disabled people
4. Request for x2 retaining walls next to the Njonka HS
5. Provide a park

Community gardens

1. Request for hoes and seedlings, fencing of Mbayimbayi dam, Mbayimbayi community garden, Mtengwane garden.
2. Provide water for irrigation at Mbayimbayi

Crèches

Request for a crèche at Ganyaza, fence Mbayimbayi crèche, and renovation of the Mbayimbayi crèche and provide toilets

Libraries

Request for a library at Nkonka HS

Verge maintenance

Provide service in the whole ward

1.4 MUNICIPAL FUTURE PLANS

1. Development and implementation of the outstanding sector plans, strategies and policies
- 2 Facilitate that Ugu district municipality provides access to clean potable water by 2014 to all communities residing in HCM
- 3 Ensure that all communities have access to electricity by 2014
- 4 Ensure that unemployment is halved by 2014
- 5 Provide access to housing and totally eradicate slums.
- 6 Create job opportunities and reduce poverty rate through infrastructure development service delivery, procurement and support for SMME's and Broad Based Black Economic Empowerment (BBBEE).
- 7 Provide infrastructure that is conducive to economic development and growth
- 8 Acquire more resources to provide and maintain existing and proposed infrastructure
- 9 Integrated planning, service provision and service decentralization to urban and rural areas
- 10 Capacitate the IDP / PMS office
- 11 Streamline HIV /AIDS and Special Programmes
- 12 Forge good relationship with the national departments, provincial departments, parastatals, business, community based organizations, non-government organizations and communities of the Hibiscus Coast Municipality
- 13 Fast track anchor projects including the Margate Airport, Port Shepstone Prison, Hibberdene Harbor, Port Shepstone Beachfront, etc.
- 14 Office development park

1.5 MONITORING & EVALUATION MEASUREMENT

The municipality has developed an Organizational Performance Management Systems (OPMS) framework and Performance Policy Procedure Manual. The municipality will hold 4 performance evaluation sessions to evaluate performance of the previous quarter and plan for the quarter ahead. More emphasis should be placed on enhancing performance management of the municipality this requires a collective buy in of management to ensure working towards one goal: clean performance management systems audit outcome.

Service Delivery and Budget Implementation Plan

The Municipal Finance Management Act No. 56 of 2003, Section 1 states that the mayor of the municipality should approve a Service Delivery Budget Implementation Plan (SDBIP) each financial year. The act states that the SDBIP should include monthly projections; revenue collected indicating sources, operation and capital expenditure by vote and indicates delivery targets and performance indicators.

The municipality recognizes the fact that a well-designed SDBIP will generate a good performance management system. Therefore the Hibiscus Coast Municipality develops and adopts a Service Delivery Budget Implementation Plan on an annual basis in line with legislative requirements. The SDBIP is approved by in August 2011 to align the IDP / budget timeframes and requirements. The SDBIP is divided into four (4) quarters and monitoring and evaluation is done on quarterly basis.

The municipality utilizes the SDBIP as a benchmark to achieve the departmental objectives based on the department's core functions and also a monitoring and evaluation tool. The SDBIP is an operational plan for the municipality, clearly outlining the Key Performance Indicators (KPIs), objectives, timeframes, outputs outcomes and strategies for each program and projects. The SDBIP is informed by the IDP and the budget. There should be consistency in the IDP/ SDBIP target and objectives.

The SDBIP reports are tabled to the Executive Council (EXCO) members as the overseeing committee. The Municipal Manager, all Heads of Departments and managers attend the evaluation sessions. Each director presents her achievements for that particular quarter and also tables a plan for the next quarter. Should there be any variances the department then gives necessary and satisfactory explanations to the EXCO members and recommend corrective measures.

1.6 HCM IDP REVIEW KEY FOCUS AREAS

1. Infrastructure provision and maintenance
2. Budget aligned to the IDP priorities
3. Development and implementation of strategic sector plans
4. Good governance and accountability (***effective and efficient governance***)
5. Financial viability and value for money
6. Spatial planning and rural planning and development
7. Youth development and skills development
8. Job creation, economic growth and transformation
9. Safe and healthy environment
10. Effective supervision of service providers
11. Knowledgeable communities
12. Tourism industry support
13. Promoting sports and recreation and cultural diversity

1.7 Municipal Turnaround Strategy Priorities

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL/ DEPARTMENT	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
1. Roads infrastructure provision and maintenance	Comprehensive infrastructure plan	Development of the infrastructure plan	Mr SSV Nikelo (DHSI)	30 June 2013		KZN Transport, Housing, Public works, Cogta
2. Municipal buildings maintenance	Maintenance plan	Develop and communicate the plan with Council and management	Mr SSV Nikelo (DHSI)	30 June 2013		Liaising with HoDs
3. Housing provision	Construction of 9000 units	Facilitate housing provision and liaise with provincial Housing department	Mr SSV Nikelo (DHSI)	30 June 2013	Red tape in application approval and delays	Department of Housing to fast track application approval and proper management of consultants
4. Electrification	Provide infrastructure and cover in-fills	Develop an electrification master plan Align with Eskom	Mr SSV Nikelo (DHSI)	30 June 2013 31 March 2013	Eskom does not plan with the municipality and	Eskom to align with municipal plans and advise planning processes Technical support
5. Solid waste services	Effective collection and extend services to un-serviced areas	Implementation of the Integrated Waste Management Plan (IWMP)	Mr M Mbili (CSD)	30 June 2013		Nil
6. Effective municipal by-laws	Develop and enforce municipal wide by-laws	Fine and prosecute	Mr. M Mbili (CSD)	30 June 2013	Cooperation from other departments	Nil

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL/ DEPARTMENT	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
7. Debt recovery Develop a financial plan	Recover outstanding debt Adoption of the credible financial plan	-Correct customer billing -Review the revenue enhancement strategy Development of the financial plan in compliant with the MSA & MFMA	Mrs T Khuzwayo (TREASURY)	30 June 2013 31 May 2013	Correct billing	Nil Treasury
8. IT Governance strategy	Development and implementation	Development and implementation	Mr P Mathebula (DCS)	30 June 2013		
9. Improve LED	Improve economic growth	Implement LED strategies contained in the IDP Develop an incentive scheme	Mr. S Zama (DEDT)	30 June 2013		
10. Effective ward committees	Support the ward committees	Provide necessary training, stipend, ensure departments action issues coming from ward committee meetings, etc.	Mr KJ Zulu (DSPG)	30 June 2013	Political support	Cogta

1.8 MUNICIPAL POWERS AND FUNCTIONS

Powers & Functions (List)	Status in performing the power and function)	Service Provider /municipality performing these Powers and Functions
Air pollution	S	Ugu District Municipality
Building Regulations	Y	HCM
Child Care facilities	S	Ugu District Municipality
Electricity Reticulation	S	Eskom
Fire prevention and control	Y	HCM
Local Tourism	S	Ugu & Tourism Assoc
Municipal Airports	S	HCM & service Provider
Municipal Planning	Y	HCM
Municipal Health Services	X	Ugu District Municipality
Municipal Public Transport	X	HCM
Harbors and Ferries	Y	HCM
Storm Water Management	S	Ugu District Municipality
Trading Regulations	S	Ugu District Municipality
Water and Sanitation	X	Ugu District Municipality
Beaches and amusement parks	Y	HCM
Billboards, Public Advertising	Y	HCM
Traffic and Parking	Y	HCM
Street trading	Y	HCM
Cemeteries and crematoria	Y	HCM
Cleansing and Maintenance	Y	HCM
Control of Public Nuisances	Y	HCM
Control of Liquor Licenses	X	Liquor Board & SAPS
Animal care, burial and pounds	S	SPCA
Fences and Fencing	Y	HCM
Licensing of dogs	Y	HCM
Food licenses	X	Ugu District Municipality
Local amenities	Y	HCM
Local sport	Y	HCM
Street lighting	X	Eskom
Markets	X	Ugu District Municipality
Municipal Abattoirs	X	Ugu District Municipality
Municipal Parks and Recreation	Y	HCM
Municipal Roads	Y	HCM
Noise pollution	Y	HCM

Public places	Y	HCM
Refuse removal and solid waste	Y	HCM
Waste water treatment plant	X	Ugu DM

Notes

X = not HCM function

Y = HCM function

S = shared with other service providers / institutions

1.9 KEY CHALLENGES

- Access to basic needs services in rural areas (housing, electricity, water and sanitation)
- Aging and absolute infrastructure (roads, electricity network, etc.)
- Low economic growth and high unemployment, hard hitting the youth population segment
- High levels of unemployment and poverty in rural and peri-urban areas
- Extension of waste services to all areas within the municipality.
- Unsatisfactory level of service from some consultants and contractors
- Increasing crime rate especially relating to house breakings
- Capacity to deal with seasonal influx
- Vulnerability to disasters
- High debtors / rate defaulters
- Neglected vacant sites
- No apparent rural/urban integration therefore no social cohesion
- Increasing poverty pockets
- Effective communication
- Unscrupulous developers

CONSTRAINTS TO DEVELOPMENT

The following constraints to development have been identified:

- The HIV and Aids pandemic;
- Turnaround time to address development critical areas;
- Coordination and support from other organs of the state;
- Skills shortage due to the inability to attract sufficiently skilled people to the area;
- Limited bursary schemes offered in the work-place to develop and retain skills;
- Financial constraints hampering services delivery;
- Increasing crime levels;
-
- Supervision
- A lack of access to information by rural communities.

CHAPTER 2

2.1 AREAS OF CONCERNS ON 2012-2017 IDP

Basic Services and Infrastructure

Concerns	Solutions
Disaster management plan	Being developed
Energy master plan	No progress yet
Local Integrated Transport Plan	No progress yet
Comprehensive infrastructure plan	No progress yet
Infrastructure maintenance plan	No progress yet
High Service backlog	Slight progress

Good Governance and Public Participation

Concerns	Solutions
Public participation strategy not in place	The strategy is being developed
Functionality of ward committees	Training and workshops have been provided
Customer service charter	The service charter has been developed, it is anticipated that the charter will be adopted by Council before the end of the financial year.
Clear communication strategy and policy	The strategy is currently under review and the policy will be developed once the strategy has been approved.
Limited stakeholder participation	Invitation are sent well in advance and confirmation is sort from people who are supposed to attend meetings
Implementation of MTAS	Most priorities are being addressed

Financial Viability

Concerns	Progress in addressing the concerns
Financial plan in line with the IDP	No progress
Increasing debt	No progress
Asset management	Asset register is being updated on regular basis
Revenue enhancement strategy	Under review
SCM	Under review
Indigent policy	Draft policy is in place
Rates policy	Draft policy is in place

Institutional development and Transformation

Concerns	Progress in addressing the concerns
Enhance IDP development	The IDP is developed in line with the KZN Cogta guidelines
Outdated Organogram	Under development, the top structure was approved.
No IT Governance strategy in place	Out on tender
No integrated Human Resources Plan	90% complete
Policies not in place	Under development

Local Economic Development

Concerns	Progress in addressing the concerns
No investment and incentive strategy	No progress
Lack of alignment with PGDS	No progress
No poverty reduction strategy	No progress
EPWP not fully exploited	No progress
No records on job created through LED initiatives	No progress

Spatial Planning and Environment Management

Concerns	Progress in addressing the concerns
Spatial Development Framework outdated	The team of consultants was appointed to develop the new SDF. The anticipated completion date is 31 July 2012
No LUMS in place	No progress, will be developed once the SDF process is concluded
No environmental management plans	No progress
No social and economic cohesion	Will be incorporated into the SDF
No coastal management plan	No progress

Critical areas to be considered

- Rural Development
- Creating decent work and economic growth
- Fight crime and corruption
- Development of human capability and education
- Creating healthier and sustainable communities
- National building and good governance
- MTAS priorities implementation

2.2 IDP Objectives

HCM'S STRATEGIC OBJECTIVES

RESPONSIBLE DEPARTMENT	IDP STRATEGIC OBJECTIVES
Department of Strategic Planning and Governance	<ul style="list-style-type: none"> • To promote a culture of participatory democracy and integration • To develop and implement a credible IDP • To ensure all performance agreements are in place and submitted to province • To review and implement a communication strategy • To ensure implementation of broader public participation policies and plans • To provide executive support at all times • To establish, revive and enhance Inter-Governmental Relations (IGR) structures to facilitate inter-governmental dialogue with relevant national and provincial departments and Ugu District Municipality • To ensure organisational policies and procedures are in place • To improve the quality of service delivery to strengthen democratic processes • To fully implement special programmes • To create community awareness and enhance good governance and public participation • To promote public participation and ensure functionality of ward committees • To implement an effective Organisational Performance Management System (OPMS) • To ensure stakeholder liaison, including Amakhosi consultation • To implement the Occupational Health and Safety Act • To implement the fraud, risk and corruption strategy • To provide appropriate facilities and programmes for the youth development • To facilitate HIV/AIDS infection reduction; to create community awareness by programmes (home based care) • To develop all relevant sector plans, strategic plans and policies
Corporate Services	<ul style="list-style-type: none"> • To provide leadership and support to staff • To ensure sustainable institutional capacity • To provide training for employees and councillors through programmes • To provide employee assistance programmes for councillors and staff • To support the workforce and increase productivity • To develop and implement Human Resources plans • To develop and implement an Equity Employment Plan focusing on previously disadvantaged individuals

RESPONSIBLE DEPARTMENT	IDP STRATEGIC OBJECTIVES
	<ul style="list-style-type: none"> • To conduct and facilitate a skills' audit for the implementation of the Work Skills Development Plan • To ensure sound labour relations between the employer and the employee components • To provide information services and computer support to all departments • To ensure efficient and effective management of leases and disposal of council owned properties. • To facilitate the implementation of the Adult Basic Education and Training Programme • To ensure the effectiveness of the Local Labour Forum • To promote and uphold principles of good governance. • To develop all relevant sector plans, strategic plans and policies
Treasury	<ul style="list-style-type: none"> • To ensure financial sustainability and management • To uphold treasury norms and standards (budgeting and reporting) • To develop revenue enhancement strategy • To develop a financial plan in line with the Integrated Development Plan (IDP) • To review the Supply Chain Management Policy • To review the Indigent Policy • To fully implement the Municipal Property Rates Act • To effectively manage municipal expenditure • To manage and control municipal assets • To review debt management policy • To increase rates' collection • To support Information Technology (IT) services and develop an IT governance • To develop an inventory strategy by March 2013 • To develop all relevant sector plans, strategic plans and policies

RESPONSIBLE DEPARTMENT	IDP STRATEGIC OBJECTIVES
Planning and Economic Development	<ul style="list-style-type: none"> • To implement the Local Economic Development Strategy • To promote and facilitate economic transformation, as well as sustainable growth and development • To stimulate and ensure economic growth • To support and grow new and existing businesses including co-ops • To implement the rural development strategy in line with Provincial Rural Development Strategy • To lobby public service institutions to utilise procurement in supporting small businesses • To facilitate and support implementation of the income generating projects targeted at small emerging businesses (at least five per year) • To provide secondary support to business enterprises • To take full advantage of the spatial and location opportunities • To ensure economic growth of both the first and second economy by 2% • To ensure functionality of all four Thusong Service Centres (multi-purpose community centres) • To develop strategies for the integration of areas with economic potential with those of high household poverty • To support the HCDA • To ensure that the regional comparative advantage strategies for spatial reconstruction of the regional land release, social, economic and infrastructure are undertaken to enhance the economic competitiveness of the municipality by taking advantage of national and provincial programmes. • To promote and facilitate public infrastructure investment • To ensure a credible Spatial Development Framework (SDF) is in place • To ensure strategies for the realisation of regional comparative advantages, in line with spatial reconstruction, regional land release, social, economic, infrastructural and commercial development, are in place • To ensure spatial analysis forms the bedrock in the development of Land Use Management Systems (LUMS), the Environmental Management Plan (EMP) and Strategic Environmental Assessment (SEA) • To manage and regulate the built and natural environment • To restore and protect the natural resources, beautiful scenery and indigenous plants. • To ensure provision of facilities and amenities • To enhance central business districts • To process plans in line with the provisions of the National Building Regulations and Standards Act (within two months of receipt) • To comply with the KwaZulu-Natal Planning and Development Act
2012/2013 Final IDP	<ul style="list-style-type: none"> • To ensure land release for low income & affordable houses • To promote a healthy and hygienically safe environment, which supports sustainable utilisation of natural resources and creates an

RESPONSIBLE DEPARTMENT	IDP STRATEGIC OBJECTIVES
Human Settlements and Infrastructure	<ul style="list-style-type: none"> • To facilitate water and sanitation provision by Ugu District Municipality (DM) • To facilitate that ensure all households have potable water within 200m of their dwellings • To facilitate that all households have at least a Ventilated Improved Pit (VIP) toilet • To develop a municipal-wide building maintenance plan in line with the asset register • To facilitate provision of electricity • To provide access to free basic services • To ensure accessibility to roads • To provide community and public facilities • To maintain council buildings • To facilitate housing provision • To ensure release of public land for low and affordable housing • To increase capital expenditure to 100% of the municipal budget • To ensure 100% of the Municipal Infrastructure Grant (MIG) allocation is spent • To promote sustainable infrastructure development • To partner with government in enhancing EPWP and CWP • To develop all relevant sector plans, strategic plans and policies

Community Services	<ul style="list-style-type: none"> • To ensure access to solid waste services • To roll out programmes focusing on discouraging illegal dumping, littering and pollution • To vigorously clean streets at all times • To participate in cleanest town competition • To encourage recycling and reuse of resources • To ensure all public amenities are kept in a clean condition at all times • To comply with all requirements of Occupational Health and Safety relating to staff • To fully implement the Integrated Waste Management Plan (IWMP) • To beautify HCM and ensure its attractiveness at all times • To maintain cemeteries at a high standard of cleanliness • To ensure burial facilities are available seven days per week • To ensure tidal pools are maintained and serviced monthly during the summer season • To retain and maintain all beaches, launch areas and tourism infrastructure • To maintain the existing Blue Flag status • To strengthen tourism by marketing Blue Flag Beaches and Ramsgate Whale watching site. • To provide primary health care services at acceptable standards • To promote healthy communities • To promote arts and culture • To provide cemetery sites and an additional four cemetery sites • To effectively manage halls • To enforce municipal by-laws and fine the perpetrators • To minimise vulnerability to disaster risks and comply with the Disaster Management Act • To roll out awareness programmes on disaster risk areas and capacitate disaster staff • To effectively manage traffic and enforce road traffic laws • To ensure that learners' licences' bookings are processed within two months and drivers' licences are processed within three months (Code LMV and HMV – light and heavy motor vehicles) • To curb crime levels by visible policing • To ensure compliance with Civil Aviation Authority (CAA) requirements at the Margate Airport. • To ensure employees are capacitated within occupational positions
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	<ul style="list-style-type: none">• To develop all relevant sector plans, strategic plans and policies
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CHAPTER 3

BASIC SERVICE DELIVERY AND INFRASTRUCTURE

3.1 INTRODUCTION

The Hibiscus Coast Municipality does not provide water services. Ugu District Municipality is the water authority therefore the Ugu District Municipality performs water services on behalf of the Hibiscus Coast Municipality. The urban strip areas have well developed bulk infrastructure and networks. The district is making strides to ensure that even rural areas have access to water. Currently the district is implementing projects both in urban and rural areas however in some rural areas though the water pipes have been installed the challenge that the pump stations are not connected to power.

Water supply zones

The water supply zones in the municipality are defined as below however a further analysis is still required where a number of interconnections exists to allow certain areas to be supplied from more than one bulk supply source.

Zone	Areas
Mhlabatshane	Assisi
Bhobhoyi	Hibberdene to Ramsgate, Port Shepstone, Fairview, KwaMadlala, Gamalakhe and Nositha
Umtamvuna	Southbroom to Port Edward, KwaNzimakwe and KwaXolo,

Access to water services

The table below indicates that there are areas that are still not receiving water services within the municipality.

Serviced RDP	Serviced <RDP	Not serviced
<200m	200 m– 800m	
62%	17%	21%

List of water projects

Project name	2010/2011	2011/2012	2012/2013
Shelly Beach WTW		8,458,848.75	
Extension to Shelly Beach WWTW		3,130,779.75	
KwaXolo Bulk water 2	3,000,000.00		
KwaXolo Phase 3			
KwaXolo Reticulation	5,000,000.00	5,000,000.00	5,000,000.00
Nositha water supply			
Bhoboyi Mkholumbe water			
Mhlabatshane Regional water Hibiscus			
KwaNzimakwe in-fills			
Stick Farm	925,216.00		
Assisi water phase 2(Mhlabatshane)			
Umzimkulu Raw water storage	3,232,000.00		

Uplands Low cost housing water			
Masinenge bulk water		2,243,387.57	
Albersville reservoir		10,973,659.70	
Protea park upgrade		6,937,637.18	
Sub Total	12,157,216.00	5,000,000.00	5,000,000.00

3.2 Sanitation

Sanitation provision is the responsibility of the Ugu District Municipality. Most of the treatment plant facilities are owned and managed by the Ugu District Municipality other treatment plants are privately owned and privately managed. There are several pump stations in the reticulated areas whilst waste water treatment plants are generally located inland of the coastal strip. Steep topography can be a hindrance in water supply. The table below indicates the waste water treatment works and their treatment capacities within the municipality

Name	Treatment capacity
Gamalakhe WWTW	±3Ml/d from pe of 18 000
Hibberdene WWTW	Reported to be 250 kl/d
Margate WWTW	4 500kl/d with COD of 550mg/l from a pe 200 000
Port Shepstone (Mbango) WWTW	±6000kl/d with COD of 700 mg/l from a pe of 38 000
Melville WWTW	± 300kl/d from a pe of 1600
Palm Beach/ Trafalgar WWTW	700kl/d with 600mg/l from a pe of 3800
Ramsgate WWTW	700kl/d with COD of 800 mg/l from a pe of 5100
Port Edward (Red Dessert)	± 600kl/d from a pe of 3800
Shelly Beach	750 kl/d with a COD of 600 mg/l from a pe of 4000
Southbroom WWTW	± 120 kl/d from a pe of 1100
Uvongo WWTW	2400 kl/d with COD of 800mg/l a pe of 17500

Current backlog

There are 25765 households within urban areas and 253 informal residential areas who still do not have access. This is not an accurate backlog as other formalized townships are without reticulation sanitation system. Waterborne refurbishment / upgrades should be considered in areas zoned for future housing, i.e. all tribal areas, Marburg and Hibberdene. It was also important to identify areas with VIP systems and the age of VIP. Ward 9 of the municipality has 75% VIPs and 25% can be accounted as informal long drop.

Sanitation needs and cost estimates

Municipality	HH	HH In need	Estimated Cost (R)	No. of VIP's
HCM	50650	14493	R 72 465 000,00	14493

3.4 THE HOUSING CHAPTER

Introduction

The current housing sector plan is under review. The housing chapter is the summarized version of the housing sector plan and focuses key areas for the purposes of the IDP. For more detailed information reference should be made to the Housing sector plan.

The Human Settlement unit is staffed by the manager, one technical officer, one administration officer and a front desk clerk. The manager human settlements report to the Director Human Settlements and Infrastructure. The directorate is responsible for all housing projects and has to regularly liaise with the implementing agents, project managers and relevant government departments. The directorate further inspect and monitor progress and compile reports to Council. The directorate works closely with the Provincial Department of Human Settlements and other stakeholders, eliciting their assistance and mostly in insuring quality control, the department works closely with the National Home Builders Registration Council.

The municipality received a level 2 accreditation from the KZN Provincial Human Settlements Department in November 2011. This means that the directorate will plan, approve, manage and oversee to housing projects.

Housing demand list

The table below reflects the housing demand

Type	Demand
Urban areas	8 416
Rural areas	24 000
Slums clearance	2 500
Total	34 916

The figures above are derived from the existing housing projects and the population of those areas together with the municipality's housing need database and will be verified when the sales of administration process is undertaken at commencement of each project.

Urbanization, population growth and challenges

Over the years there has been an influx of people from the rural areas and other provinces in and around the industrial areas and places of possible job opportunities especially Marburg, Margate and Port Shepstone. As a result population of these areas has increased drastically. Reasons for the influx could be attributed to the improved work opportunities, saving on transport costs and to leave nest to better schools for the children.

Unfortunately with the population growth there have been social problems such as crime and health problems. Previous planning did not take this urbanization into consideration resulting in bulk services being inadequate. The municipality and the Ugu District Municipality have intervened by

installing water stand pipes, refuse removal skips and other basic services required by these communities.

Informal settlements

The municipality has identified three slums clearance housing projects namely Masinenge, Mkholombe and Louisiana as a priority greenfields and in-situ projects. However the challenge has been acquiring three pieces of land for these projects.

Municipal services

a. Role of Hibiscus Coast Municipality

The level of services provided will comply with the Housing Code 2009 and in terms of the conditions stipulated in the planning approval. Approval of road and storm water designs and the accepting those services after constructed for maintenance and refuse removal.

b. Role of the Ugu District Municipality

The district is the water and sanitation authority hence it is responsible for bulk services. The district also provides water stand pipes, portable toilets and ablution blocks in the slums areas. Ugu District Municipality is an important stakeholder and there is a strong and progressive good relationship between the district and the Hibiscus Coast Municipality which assist in the implementation of the housing projects.

Electricity

Hibiscus Coast Municipality is the licensed electricity distributor and through grant funding from the Department of Minerals and Energy working closely with Eskom. The use of solar for heating water and lighting is being considered.

Relocation plan

In communication with the affected communities the municipality has drafted relocation plans and most of our in-situ project beneficiaries have relocated within the project away from the way of services to allow construction. The Department of Human Settlements KwaZulu Natal has provided funding to build temporary housing as part of relocation communities in the way of services.

Social viability

In planning the housing projects be either on rural and urban projects by law and policy on breaking new grounds the communities must be sustainable, meaning during the planning process social amenities must be provided or must be in existence such as transport routes, access roads, schools, open spaces and sports field, crèche, small industry and a commercial centre.

Current housing projects

Name	Type	No. of units
KwaXolo	Rural	1000
KwaMavundla	Rural	1000
KwaNdwalane	Rural	1000
OShabeni	Rural	1000
KwaMadlala	New rural	1000
N2 belt in-situ upgrade	New rural	1000
Gamalakhe in-situ upgrade	New rural	1000

KwaNzimakwe	New rural	1000
Louisiana	Slums clearance	697
Mkholombe	Slums clearance	985
Masinenge	Slums clearance	882
Bhobhoyi phase 1	Urban	711
Bhobhoyi phase 2	Urban	963
KwaNzimakwe	Urban	1813
Lot 7 Albersville	Urban	87
Merlewood mixed housing	Urban	235 low income
Merlewood mixed housing	Urban	177 middle income
Total		14550

Other housing instruments

It is evident that the Hibiscus Coast Municipality is the economic hub of the Ugu district municipality and it is growing very fast which means people are moving in and most of these people are professional people and unfortunately most of them do not qualify for low cost income housing as the result the municipality is in a process of identifying land for social housing, community rental units and middle income housing

Community rental units

The municipality cannot over emphasise the dire need for community rental units in the urban areas. No community rental units have been built in the past 15 years. The municipality has identified land for the rental stock and feasibility study still need to be conducted and the funding application will be sourced from the Department of Human Settlements KwaZulu Natal.

Middle income housing

Middle income housing is one sector that has not been catered for and that has led to the municipality approve the Merlewood mixed housing project which will allow for 235 low income housing and 177 middle income housing.

Flood disaster housing

The implementation of June 2008 flood victims housing in rural areas has been disappointing as only 140 of the 402 houses have been built. The contractor was appointed by the KZN Department of Human Settlements in the aftermath of the June 2008 floods. It has been evident that during February and June of every year the coast is hit by flood disaster and the Hibiscus Coast Municipality has decided to set aside funding for flood disaster housing.

Conclusion

The municipality is optimistic that with the assistance and commitment of all stakeholders, time delays will be avoided and housing projects will commence and be completed within the set timeframes in the future

3.5 PUBLIC WORKS AND EPWP

This unit deals with provision of hard and soft infrastructure, e.g. crèches, bridges, sport facilities, change rooms, community halls, etc. The municipality constructed four Thusong service centres in the rural hinterlands and two of them are operational. More than three community halls were built and many crèches were constructed. Local labour was utilised in construction of these community structures.

The municipality is involved in the Nomnandi poverty reduction initiative . Nomnandi has been selected by the Independent. Development Trust to create 200 work opportunities under the Ugu District. This project is part of the Extended Public Works Programme of the National Government and is meant to alleviate poverty in areas where there are minimal prospects of creating long term sustainable jobs. Each person is paid R1000 per month and a principle of no work no pay is applied for everyone on the project. Schools and clinic benefiting on the Nomnandi programme are as follows:

- Inala primary
- Dunywa primary
- Emthini primary
- Enyanisweni primary
- Shibase primary
- Emvutshini clinic

3.6 ROADS, STORMWATER, KERBING & PAVEMENTS

Status quo

Most roads are in a deteriorating state both provincial and local roads, this can be contributed to lifespan of the existing road networks and somehow can be contributed to the lack of regular maintenance of the road network. The high volume of heavy duty vehicles using the municipal road is one of the main contributors to the deteriorating condition of the road network. A local integrated transport plan needs to be developed so proper transport planning can be done, explore other means of transport modes using the existing resources and meet the current and future demands. Over and the above the transport plan there is a need to develop an infrastructural development and maintenance plan which will have clear strategies and timeframes on infrastructure maintenance, capacity, etc.

There is a need to construct new roads and bridges in rural areas and maintain roads in urban areas as most roads are in undesirable condition and some are inaccessible in rainy days. Some areas are hardly accessible due potholes, manholes, and due to challenges posed by topography and absence of town planning. The municipality made efforts to get cooperation and information on roads that will be constructed and maintained by the department but they were all in vain as province was not prepared to respond to the municipal requests. Much attention though shall be focused on urban road as some of the roads in urban areas are in dire need of rehabilitation and some are still not tarred. The municipality also extended IDP Representative Forum Meetings invitation to the department but department does not honor the meetings. This has put the municipality in a lot of challenges and criticism from the rate payers and other members of communities. There are potholes on corner of Reid road and Margate drive which need urgent attention.

There is a dire need to install traffic signal at major intersections including Alford Avenue, Protea road and at Munster. Some roads require painting, marking and speed humps.

Sector plans

The municipality should develop an integrated local transport plan, and roads maintenance plan. The municipality further needs to develop storm water plan on a yearly basis and ensure that storm water issues are addressed urgently.

Fleet investment

The Municipality has a total of 301 vehicles. 150 of the fleet are municipal owned, 108 of the fleet is full maintenance lease, 31 of the fleet is capitalized leased and 3 of the fleet is loaned. Most of the (111) municipal vehicles are in a poor condition and need to be replaced soon however 92% of the fleet financed on the full maintenance lease method are in good condition

Method of financing	Number	Percentage (%)
Owned	150	50
Full maintenance lease	108	39
Capitalized lease	31	10
Loaned assets	3	1
Total	301	100

3.7 ELECTRICITY

Eskom supply electricity to most areas within the municipality except for the Port Shepstone area which is supplied by the Hibiscus Coast Municipality. Statistics show that 96% of the municipality's population has access to electricity. Some rural communities still require infrastructure connection and there is an infill backlog. The major challenge regarding electricity backlog is the capacity constraints from Eskom. Major substations are currently been upgraded to increase the supply capacity. New infrastructure development and extension put pressure on the existing infrastructure and supply capacity. Special consideration is required to accommodate new developments (housing and commercial).

The municipality shall undertake an infrastructure quality assessment and develop relevant sector plans to ensure sustainable electricity supply.

- Require infrastructure (network) upgrade
- Infill and highmasts are a great challenge
- Areas with largest concentration backlog are St Faith and KwaXolo areas

Type	Status
Electrified h/h	49 481
Infill backlog	317

Eskom planned projects

Name	Description	Year	Budget
Izotsha substation	Additional of 2 nd 20MVA transformer	2011/2012	R5 000 000
Shelly SW/ST	Complete upgrade	2011-2013	R11 412 000
Manaba SW/ST	Complete upgrade	2011 – 2014	R 8 597 000
Marina SS	Increase 22 kV transformer capacity to 20MVA	2011 – 2015	R19 142 000
Port Edward SS	Increase 11kA transformer capacity to 10MVA	2011 – 2016	R9 935 000
Hibberdene NB41	Upgrade	2011 – 2018	R590 000
Uvongo NB25	Split	2011 – 2020	R14 173 000
Marina NB78	Split	2011 – 2021	R3 297 000
Munster NB5	Cable upgrades	2011 – 2022	R5 713 000
Munster NB7	Cable upgrades	2011 – 2023	R14 668 000
Port Edward	Upgrade	2011 – 2024	R2 606 000

Alternative energy

The municipality should further try new innovations as means of alternative energy source. Some of the options could include solar power, wind generation, bio-mass and wave generation. The municipality is in a process of procuring a service provider who will provide Bio ethanol gel, stoves, lamps to the communities that do not have access to electricity as yet over a three periods.

There are 4 701 beneficiaries out of 23 wards who are recipients of gel on a monthly basis as a form of alternative energy. For the current financial year Hibiscus Coast Municipality set aside R3 600 000 for alternative energy (gel stoves and lamps). The municipality is investigating the sustainability of utilizing the solar system in areas that still do not have electricity. The municipality has recommended that a mechanism should be put in place whereby residents

could go to any office and claim or inquire about the free basic electricity. However some areas indicated that they do not receive gel frequently.

It is important for ESKOM to ensure that the energy capacity available within the municipality is utilized optimally to eliminate the electricity household, school and government institutions backlog.

3.8 SOLID WASTE MANAGEMENT

There is 1 landfill site (Oatlands) within the municipal areas of jurisdiction. A service level agreement has been signed with Petco to initiate kerbside collection of recyclables in Albersville as a waste minimisation initiative. The Hibiscus Coast Municipality shall create an enabling environment to recycle domestic waste. The garden transfer stations are encouraged to be utilised. The municipality require district's intervention in terms of coordination. The major backlog is in rural and peri-urban areas.

Settlement category	Serviced h/h	Not serviced	Total h/h
Formal urban	20 082	5 683	25 765
Informal residential upgrade	111	142	253
Linked rural upgrade	1155	5228	15 061
Good access rural upgrade	1681	5228	6 909
Ltd access rural upgrade	151	1 629	1 686
Scattered	57	1 629	1 686
Total	23 237	27 415	50 652
Percentage	45.9%	54.1%	100%

Waste services backlog

Serviced	23 237
Not Serviced	27 415
Total households	50 652
Backlog percentage	54.1%

3.9 LIBRARIES

Libraries are local gateways to knowledge, providing individuals and social groups with the basic facilities for lifelong learning, independent decision-making and cultural development. It strengthens reading habits and computer literacy in children and adults. The fundamental principle in HCM libraries is that its services must be accessible to all its inhabitants. Longer operational hours have been implemented. Tertiary material is provided to distance higher learning students. A massive inland library was built in KwaNdwalane tribal area. To attract new users and to increase the awareness and the use of library resources and services, HCM libraries offers the following programmes free of charge:

- Library week - cultural week in which community members participate;
- Story hours, class tours, holiday programme and outreach programmes;
- Poetry , literature readings and writing competitions;
- Free public internet at Gamalakhe library;
- Wheelie book wagons;
- A cyber cadet has been appointed.

Some of the challenges regarding library buildings are such as there are no prominent public signs in the main languages spoken in the community showing the way to the libraries. Some library buildings have no signs outside identifying them as libraries. There is still a need to build additional libraries in remote/rural areas.

- **MUSEUMS**

Promote a growing awareness of cultural heritage, appreciation of the arts, scientific achievements and innovation. The aim of exhibiting artworks in a variety of themes is to educate and entertain communities. Workshops are conducted during outreach programmes. Acquisition and conservation of artifacts is highly encouraged. The books on wheelie wagon pilot project were rolled out as a pilot project to inland areas.

The main objectives of this pilot project are as follows:

- To increase library services in rural areas,
- Increase literacy,
- Establish book club,
- Create knowledgeable communities and
- Encourage citizens to read.

The municipality erected a plaque commemorating the arrival of the 1860 Indentured Indians during the month of November 2011 as a means to preserve and promote the Indian culture in KwaZulu Natal and as a nation building initiative. The event was held at the Dick King Parking area in Port Shepstone.

CHAPTER 4

4.1 Introduction

Employment Status

The 2001 Census takes the age group 15 – 65 years as the potential labour force. These are classified as Employed, Unemployed and Not economically active. The 1996 categorization is not as clear and does not provide figures for those that are not economically active. The overall employment status is summarized as follows:

Employment status comparison

	2001	%	1996	%
Employed	44692	33 %	48114	72 %
Unemployed	32091	24 %	18587	28 %
Not Economically Active	58592	43 %		
Total	135375	100 %	66701	100 %

Source: Municipal Demarcation Board

The table above reflects the employment status for the municipality. More surveys should be undertaken indicating recent employment and unemployment rate covering the entire municipality.

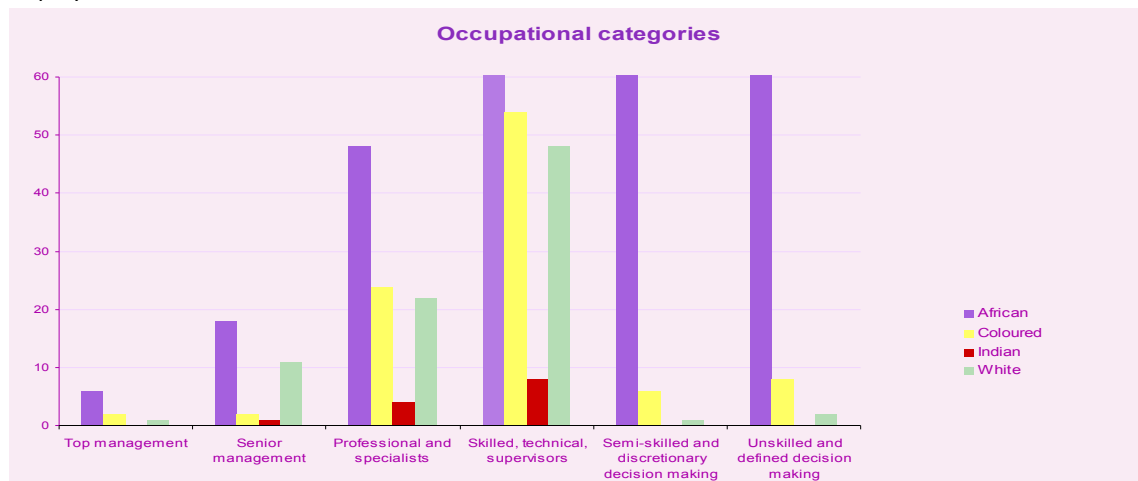
The figures in the table above show:

- That there has been a decrease in the number of people employed and an increase in the number of unemployed people. This suggests a significant number of jobs that have been lost between the 2 census years. This however does not account for the post-2001 development boom which impacted on the construction industry and arguably a number of jobs would have been created.

The graph on the following page, on labour force employment status illustrates the following:

- Labour force (age 15-65) made up 34% and 35% of total population in 1996 and 2001 respectively.
- The unemployment rate increased significantly in HCM, by 14% between 1996 and 2001.
- Findings should not be seen as trends though, the differences in Census wording between 1996 and 2001 questionnaires make a comparison difficult.

Employment status



Source: Community Survey 2007

The graph above highlights the occupational categories within the municipality

Economic Growth Rate & Unemployment

In terms of figures generated by the DBSA for the Ugu Region (2003) the economy of the district is growing at an average growth rate of 2 % per annum for the period 2000 to 2003 (according to DBSA). It must be noted, however, that the growth rate for the HCM during this period is estimated at approximately 2.4% per annum for this period.

Ugu contributed about 3.3% to the KwaZulu-Natal economy and 0.5% to the South African economy in 2005. More than 60% of all economic activity in Ugu in 2005 took place in the Hibiscus Coast Municipality.

The broad unemployment rate in Ugu district was above 52% in 2001, slightly higher than the average of 49% in KwaZulu-Natal. Hibiscus's unemployment rate was 42%. More than half the formal employment opportunities in Ugu district are in the Hibiscus Coast Municipal area.

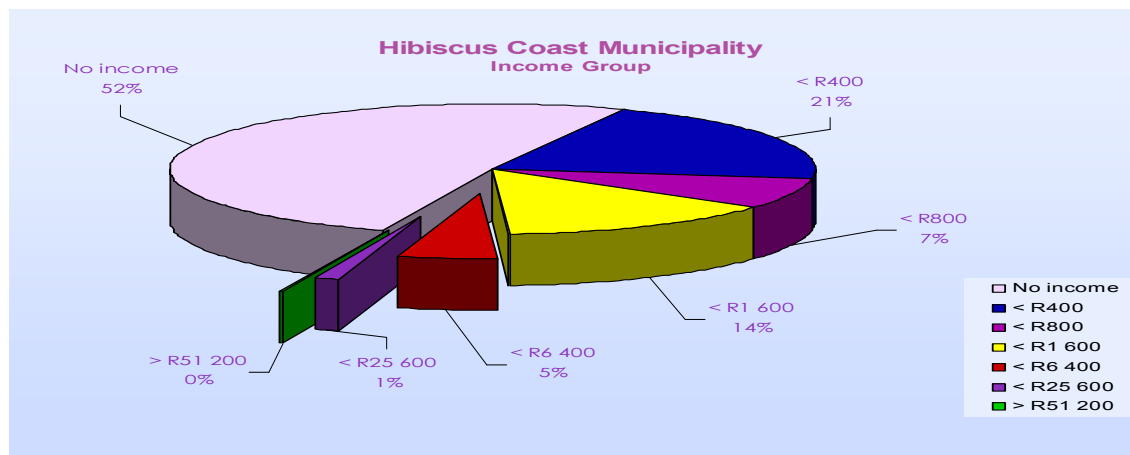
One house one garden

The municipality project campaign has been successfully implemented in HCM. The campaign is to initiate an integrated approach to food security demonstrating in practice the principle of coordinated government service delivery with respect to addressing the most vulnerable within the municipality. One house one garden campaign is a key aspect of the HCM food security. Health issues cannot be addressed if poverty is not vigorously tackled as it is a major driver of the diseases and it a known fact that the biggest enemy of health in the developing countries is poverty.

Any effective food security campaign should:

- Improve agricultural production
- Improve food diversification
- An improved household well being
- Improved food utilization and health status of target groups

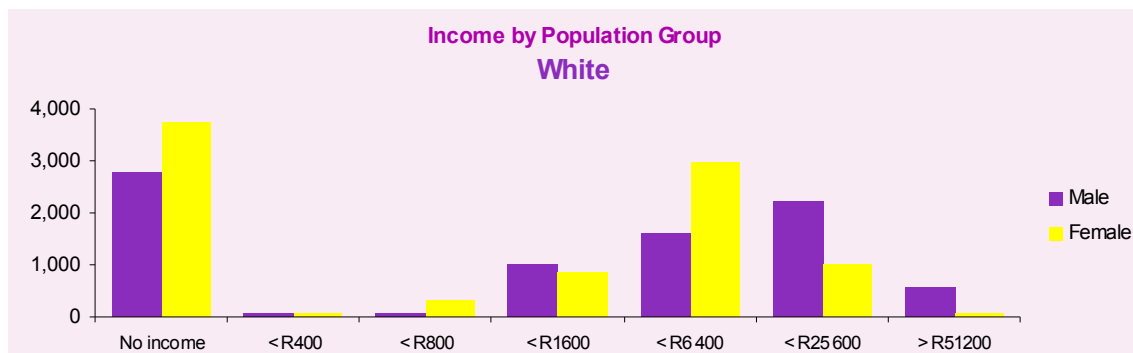
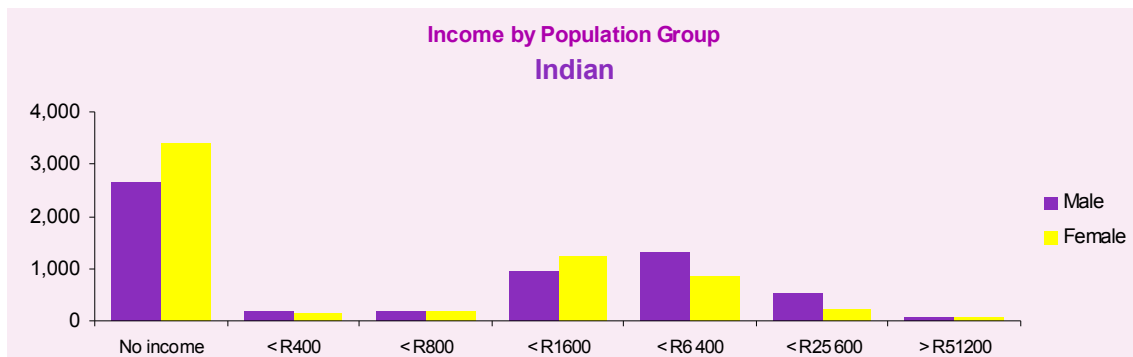
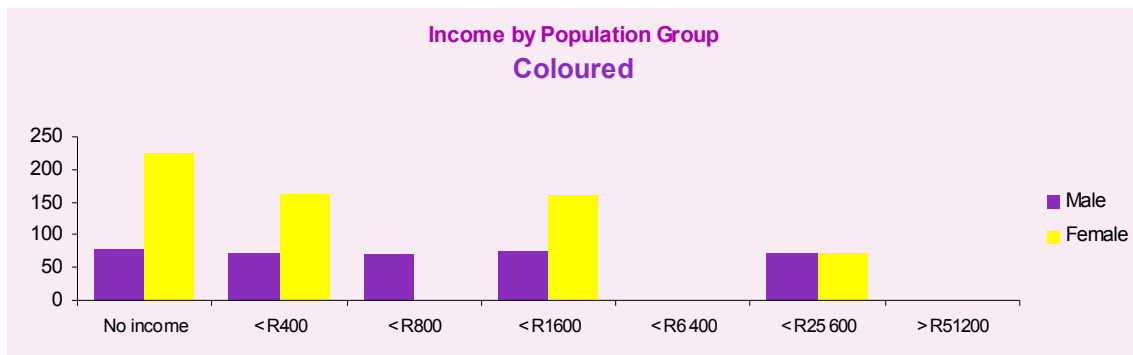
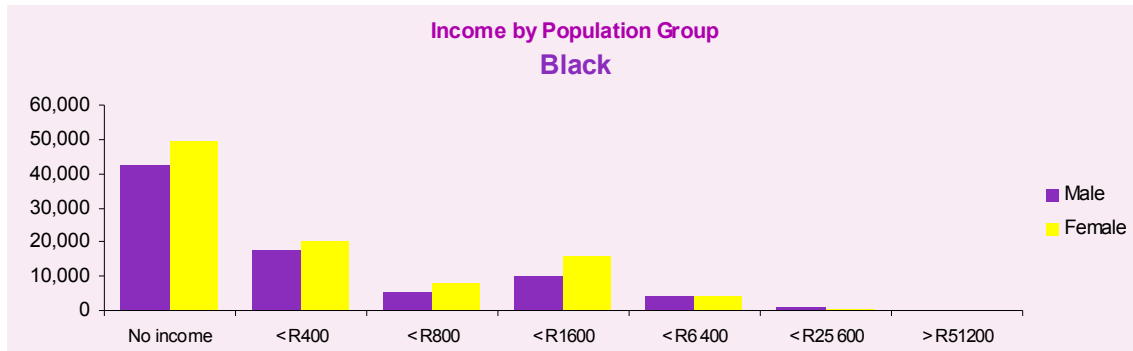
Household income



Source: STATSSA Community Survey 2007

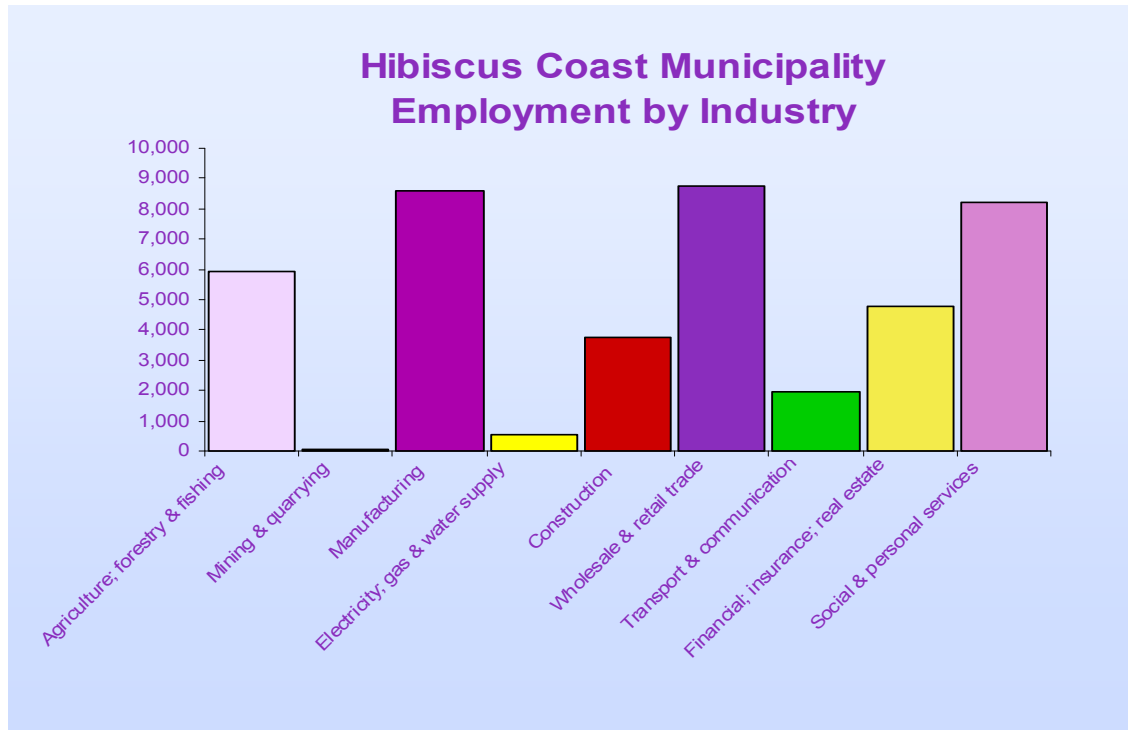
The graph above highlights the household income breakdown in terms of income brackets

Employment by race breakdown



- The KwaNzimakwe community needs land to be made available for developing a communal vegetable garden capable of supplying hotels and B&B in the area.

Employment by industry



Source: Community Survey 2007

Industry of Employment indicates the following:

- The main industry of employment is the community/social sector, followed by private households, retail/wholesale and the agriculture/fishing sectors;
- Thus employment is predominantly in the social services, primary sectors and retail;
- There is a slight increase of 2% in financial sector

EMPLOYMENT OPPORTUNITIES

Agriculture, forestry & fishing	Minin g	Manufac turing	Electricit y & water	Construc tion	Wholesale, trade, retail & accommodati on	Transport & communicat ion	Finance & business services	Commun ity, social & other personal services	Genera l govern ment service s
14.6%	1.0%	11.8%	0.7%	5.5%	17.1%	1.4%	11.5%	21.1%	15.4%

Source: Ugu District LED Strategy, 2007

HCM has the high number of formal jobs (36 705) than other local municipalities within the Ugu district municipality. Most significant discrepancies between those employed and unemployed however is still found in urban areas due to the immigration into these areas. The unemployment rate is high in rural and peri-urban areas and the most affected is the youth population.

2003	2004	2005	2006	2007	2008
112 444	115 476	114 378	106 797	102 356	99 095
49.8%	50.6	49.5%	45.8%	43.5%	41.8%
Population living less than USS\$					
4.5	3.6	2.6	2.3	1.9	1.3

4.2 LOCAL ECONOMIC DEVELOPMENT

The Constitution of the Republic of South Africa introduces the principle of cooperative governance. Essentially, this refers to a need for the HCM as a local government institution to work together with the other spheres of government to deliver services and promote development within its area of jurisdiction. The principles require the national government to establish policy, set norms and standards and enable the other spheres of government to operate effectively. Provincial government has a responsibility to support and capacitate local government. Therefore, the responsibility to promote economic development is shared among all spheres of government with the HCM playing a leading and coordinating role. The municipality further encourage communities within its area of jurisdiction to participation in local economic matters and actively engage and advice the municipality on such issues to enhance social and economic cohesion. A local economic development forum was establish to vigorously consider LED issues however more should be done in order to enhance the forum and ensure its sustainability.

The Provincial Spatial Economic Development Strategy (PSEDS) identifies Port Shepstone as a Secondary Node in the provincial context and the eThekweni – Ugu Corridor as a primary corridor. This corridor is at the same level as the extremely strong and growing eThekweni–Umhlatuze and eThekweni–Msunduzi Corridors. PSEDS confirms the tourism potential of the South Coast Region as established in the Provincial Tourism Strategy.

Local economic development is one of the municipality's priorities in line with the national key priorities. Strategies have been developed to promote economic and social development aiming to provide job opportunities and reduce the poverty levels. Generally HCM is the most concentrated economic hub within Ugu district municipality with the main economic sectors being tourism and agriculture with some manufacturing occurring in Port Shepstone. As an economic hub, HCM has advantage of influencing the Ugu Regions economic potential, policies and development programmes. Port Shepstone is the major

economic hub in the south coast and serves as the administrative centre for both HCM and Ugu District. The municipality has a local economic development plan in place which is aligned to the Ugu District Municipality's LED strategy.

LED is intended to maximize the economic potential of the municipality and, to enhance the resilience of the macro-economic growth through increased local economic growth, employment creation and development initiatives within the context of sustainable development. As such, the need for an LED Plan in the Municipality goes beyond meeting the constitutional and legal obligations, and encompasses the practical implementation of programmes designed to stimulate economic development, economic transformation and social upliftment.

Economic sectors include the following:

- Tourism (coastal strip) major potential in rural areas
- Agriculture (vast arable land in rural)
- Manufacturing (Marburg)
- Mining/ quarrying (small scale)

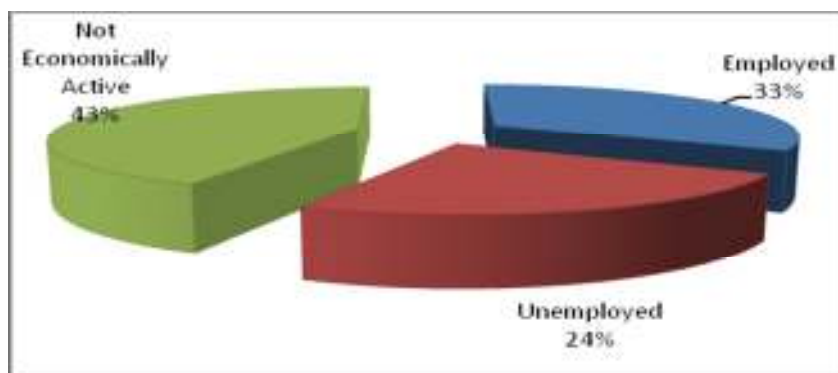
The role of Hibiscus Coast Municipality in LED includes the following:

- Creating and strengthening multiple social and economic networks that support LED. These may extend to international scale given the strategic location of the municipality adjacent to a world heritage site. This includes partnerships, associational networks, etc.
 - Developing and maintaining governance systems that give meaning to the notion of developmental local government. This includes a flexible yet effective land use scheme, enforceable by-laws, etc.
 - Marketing and investment promotion working in support of structures responsible for promoting different sectors. This should focus mainly on the comparative and competitive advantages of the area and could be done via the electronic and print media.
 - Infrastructure development and maintenance as well as the delivery of reliable services.
 - Managing progressive property tax system. This will assume the form of Property Rates Act (PRA) and the associated systems.
 - Promoting environmentally sustainable development. It is not local economic development at all costs.
-
- The Municipality has set the following objectives in order to guide the process of moving progressively towards the attainment of the long-term vision:
 - To create employment opportunities directly and indirectly.

- To alleviate poverty and promote socio-economic development.
- To create opportunities for youth and women empowerment.
- To support SMMEs and create opportunities for growth.
- To provide direct strategic support to key economic sectors while promoting new economic sectors.
- To facilitate rural development.
- To address infrastructure backlogs and unlock latent economic development opportunities.

The municipality should channel adequate resources to the LED department in order for the department to function effectively. PPP and social cohesion should be encouraged. A number of economic sectors in the Hibiscus Coast make a major contribution to the Municipal economy, viz.

- Wholesale and retail (18.7%);
- Finance and business services (21.5%);
- Manufacturing (12.3%);
- General government services (13.3%);
- Agriculture and forestry (8.9%) and
- Transport and communication (8.9%).



Good governance relating to LED

The municipality has initiatives to establish, develop and support SMME's and co-ops.

Current Projects

1. Co-operatives and SMME development and advancement
2. KwaXolo Chicken abattoir
3. Second economy advancement
4. Poverty alleviation e.g. Siyazenzela food for waste initiative
5. One house one garden
6. Rural tourism facilitation (tourism development)
7. Job creation

8. Port Shepstone prison development, Hibberdene harbor and Margate Airport as macro projects
9. Business licensing
10. Thusong service centres

Future Plans on LED

The municipality will benchmark the Local Economic Development Key Performance Area through the CMRA programme. Benchmarking will assist the municipality to improve on LED as it is currently struggling to address the KPA. Benchmarking will also assist the municipality by:

- Give insight in current state of municipal LED.
- Compare strengths and weaknesses of the municipality and improve on gaps identified.
- Encourage learning from best performing municipalities in LED.
- Align with district, PGDS and NDSP.

4.3 TOURISM

Tourism is one of the key economic drivers in the municipality. Tourism products have been developed over many years and the area is one of the premier tourism destinations in KwaZulu-Natal. The list of competitive advantages as highlighted in the 2010-11 IDP Review bears testimony to this and includes:

- Blue flag beaches;
- Wildlife, conservation with Ezemvelo reserves;
- Major events, such as Margate Air Show; Africa Bike Week, South Coast Queen, beach events and Easter Adrenalin;
- Fishing and the annual sardine run;
- Historical, religious and cultural assets – which provide opportunities;
- Sports and adventure tourism, including golf and other sport codes.

The entire coastline of the Hibiscus Coast is a Primary Attraction and the TKZN website lists no fewer than 29 beaches for this part of the Province. A series of coastal villages each with its own character and interspersed by beaches, rocky coves, tidal pools and lagoons set amongst indigenous bush are the main features of the HCM. It is viewed by some as just a popular holiday destination for domestic tourists, but it is also a preferred retirement location for many South Africans.

The major concentration of tourism accommodation is in Margate (16%), Ramsgate (10%), Uvongo (9%), Shelley Beach (8%) areas, but areas such as Port Edward and Hibberdene makes a substantial contribution.

Popular events such as the Margate Air Show, the Lions South Coast Show and the Ugu Jazz Festival all now form part of the Sardine Festival. The Festival comprised of many events such as:

Golf Challenges: Golf Tourism is probably the second largest tourism product on offer in the municipality and the South Coast is also branded as the Golf Coast of South Africa. This is due to a comprehensive selection of 11 (nine 18-hole and two nine hole) golf courses situated in the area. Three of these courses are rated amongst the top ten courses in the country. *Tourist attraction events include but not limited to the following:*

- Mountain Bike Races
- A Number of Fun Runs, Walks as well as a Half Marathon
- Surfski Paddling Races
- The Ugu Jazz Festival
- The Margate Air Show
- Ski Boat Festivals and Fishing competitions

Popular annual events that take place during other periods include the, the Hibberdene Couta Classic Fishing competition, Africa Bike Week, the Port Edward Ski Boat Festival and the very popular Harley Davidson Jamboree that takes place at Margate.

TOURIST ACTIVITIES

67% of the tourist attractions in the Ugu District are located in the Hibiscus Coast Municipality. These include the following:

- *Swimming beaches:* There are a total of 21 beaches in the Hibiscus Coast municipality which are classified as swimming beaches. There are six accredited Blue Flag Beaches in the Hibiscus Coast municipal area. In South Africa there are currently 27 accredited Blue Flag Beaches.
- *Nature based activities:* Another important draw card for tourists visiting the area is the natural environment and the Hibiscus Coast has an extensive array of botanical features and wilderness areas attracting visitors for bird watching, hiking, walking, picnics and other related outdoor activities. According to the SDF for the HBC there are two existing conservation areas within the Hibiscus Coast area namely the Umtamvuna Nature Reserve and the Trafalgar Marine Reserve. There are however nine declared and protected nature reserves of which the majority falls under Ezemvelo KZN Wildlife.
- *Avi-tourism:* Within the HCM is the Umtamvuna Nature Reserve the most popular birding spot but other popular places amongst birders are the Uvongo River Nature Reserve, Mpenjati Nature Reserve and the Port Edward Estuary. According to Birdlife South Africa the nature reserves, dams and estuaries in Ugu have a combined bird list of 386 species and this is over one third of the total number of birds recorded in the Southern African sub-region.
- *Culture based activities:* The Hibiscus Coast area has numerous historical, religious and cultural assets that have potential to be further developed as tourism products. There is a proposal for the KwaXolo Caves Project aimed at attracting tourists to the area. In Gamalakhe, tours to the Tin Town part of the township are offered.
- *Mission tourism:* The HCM has various religious assets such as the Albersville Community Church in Port Shepstone that was built in 1959; the Assisi Convent that was built in 1922 and was named in honour of St. Francis from Italy; the German Church in Port Shepstone that was built by early German immigrants; The Norwegian Church in Port Shepstone that was built by early Norwegian immigrants, most whom arrived in the area during the 1880's; and the Enxoloben CP School that is built in the area which used to be the American Board Mission. The mission house and the associated graveyard are still in the area.

Tourism has the following competitive advantages:

- Blue flag beaches ;
- Wildlife, conservation with Ezemvelo reserves;

- Major events, such as Loerie Awards, Margate Airshow; Africa Bike Week, South Cost Queen, Beach events, Easter adrenalin and festive season road blocks
- Fishing, and the annual sardine run;
- Historical, religious and cultural assets – which provide opportunities;
- Sports and adventure tourism, including golf and other sport codes.

Areas of growth potential identified include:

- The implementation of the Port Shepstone Beachfront, Umzimkhulu plan.
- Margate airport
- Port Shepstone prison
- The implementation of the housing and infrastructural plan.
- The establishment of an Information Centre.
- The development of areas with agricultural potential
- Intermodal facility at Port Edward
- Marine Drive corridor arts and craft market
- Macadamias, broilers, sugar, cane, timber, bananas and vegetables
- Tourism and eco-tourism development

The municipality boasts of the following six blue flag beaches:

1. Trafalgar
2. Marina Beach
3. Ramsgate beach
4. Margate Beach
5. Lucien Beach
6. Pumula/Umzumbe Beach

4.4 THE AGRICULTURAL SECTOR

Overview of the Sector

HCM is located along an agricultural/tourism corridor in terms of the PSEDs. As such, the Department of Agriculture, Environmental Affairs and Rural Development is currently focussing on the following categories of projects in the Hibiscus Coast:

- Vegetable gardens projects (community gardens)
- Banana farming
- Sugar cane farming projects and
- Poultry farming
- Hydroponic farming

Agriculture in the traditional settlement areas of the municipality is, however, dominated by vegetable production projects and there is approximately 69 such projects in the inland of the Hibiscus Coast Municipality. The Department is also involved in various poultry farming initiatives and this is the most popular activity after vegetable production. An assessment of some of these projects revealed that very

few of them is sustainable and profitable. Produce is sold to local communities, informal traders and Ugu Fresh Produce market to a limited extent.

Emerging farmers face a number of challenges ranging from access and quality of land to financial and technical skills. It is suggested that specifically approaches to identifying and securing land for agricultural development should receive attention.

Composition of the Agricultural Sector

Agricultural sector in the Hibiscus Coast Municipality makes an important contribution to the local economy. The region has become known for specifically banana, nuts and coffee production, whereas timber and sugar cane are also well-established industries.

Sugar cane is located along the coastal strip from north to south. It is delivered to the Umzimkhulu Mill. Relatively small areas, mainly in the southern parts of the Municipality focus on banana production. This is also the area where nuts and coffee are grown, also in smaller plantations.

The major agro-processing plants in the HCM are:

- uMzimkhulu Sugar Mill (closed for the season due to the inadequate supply of cane); and
- Ugu Fresh Produce Market
- Potential opportunities for agro-processing include following (INR 2007):
 - Nut cracking facility: The establishment of a nut cracking facility is an agro-processing opportunity. A number of nut growers in Ugu is currently considering the establishment of such a facility in the vicinity of Margate. Nuts are sent to a cracking plant in Nelspruit.
 - Improved utilization of the Margate Airport: The strengthening of linkages between the Margate Airport and the Dube Trade port may open up opportunities for perishable production in the District.

Fruit and vegetable processing: Lower grade products and surplus that cannot be accommodated in the new Ugu Fresh Produce Market opens up opportunities for processing.

4.5 Property markets

It is noted that the boom in the property and construction industry experienced nationally also impacted on the Hibiscus Coast and is clearly reflected in the large percentages of total construction happening in the 2005, 2006 and 2007 years (nearly 75% of the construction that happened between 2001 and 2007).

Further to this, and to be verified, is the small number of small dwellings (<80m²) that have been recorded in this system over the period 2001 to 2007. The focus appears to have been on the construction of larger dwellings houses. As in most areas of the country, construction activity has come to an almost complete standstill in the Hibiscus Coast Municipality.

However, Estates Agents operating in the area generally agree that the market has slowed down substantially because of the economic recession. No new major residential developments are being planned at present and this can be attributed to the fact that developers are finding it difficult to sell existing new developments such as Ekubo Eco Estate (near Leisure Bay), Sunrise Bay Estate (near Shelly Beach) and others developed in recent years. The number of properties on the market exceeds level of demand causing some of the properties, particularly in the leisure bracket to sell below market value. The property market is also highly influenced by the following:

- generally poor road network of the lower South Coast;
- traffic congestion in Margate and Shelly Beach during peak holiday periods; and
- the image of the South Coast as a retirement area.

Attraction of further government services and offices into the HCM has potential to stimulate residential and office markets.

4.6 Informal Sector

Informal trading is prevalent in urban centres, particularly in the vicinity of taxi ranks and market areas. It also occurs outside of public facilities such as clinics, schools and pension pay points. A survey of informal traders undertaken in 2007 revealed the following:

- The majority of informal traders are involved in small operations which involve a relatively small number of people.
- Most traders have are not authorized to undertake street trading and do not belong to a formal structure but would like to be part of one.
- High concentrations of informal traders in places such as taxi ranks create pressure on the available infrastructure and causes chaos.
- The operators who try to work within the rules are becoming frustrated at the lack of regulation.
- There is a general lack of market infrastructure (i.e. safe and secure trading sites) and general infrastructure (i.e. roads, electricity, water, sewerage).

Informal or street trading has become a feature of contemporary urban environment in most South African cities and towns. It symbolises the changing nature of both spatial and economic environments, with the small and emerging business operating side by-side with established business entities. Street vendors are a major source of provisioning for poor urban households, and form a vital part of any emerging economy.

Infrastructure development including basic services backlog severely impacts on the LED and tourism potential.

The following is some of the catalytic projects initiated in HCM as a means to consolidate the role of HCM as a regional service centre and economic hub:

- Justice Park which is essentially a development of an office block to accommodate the Department of Justice. Total project value is estimated at R360m. HCM has made land available for the project and the Department of Public Works is currently packaging the entire project.
- Development of Integrated Intermodal Interchange Public Transport Facilities. Broad conceptual framework has been prepared for this initiative
- Beachfront development which seeks to consolidate the role of Port Shepstone as a Tourism Town and south coast as one of the prime tourism destinations. The project is implemented through the Hibiscus Coast Development Agency.
- Development of a regional correctional centre as announced by the former State President in the State of the Nation Address. The land issues that led to the delay of this project have been addressed.

4.7 THUSONG SERVICE CENTRES

There are four Thusong community centres in the municipality. Two of these centres are fully operational and two are not operational. These centres provide government services in rural areas as they are used as pension pay points, crèches, etc. They are also occupied by government departments. Below is a list of four existing Thusong community areas:

- KwaNzimakwe
- Nyandezulu
- KwaMadlala and
- Bhomela

GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

5.1 2012/2013 PROCESS PLAN

The Municipal Systems Act requires that the processes set out in writing should be adopted by the Municipal Council to guide the IDP process. Therefore Hibiscus Coast Municipality has embarked on the process of preparing a process plan as a preparatory step towards the IDP Approval and Review for the next five years. The IDP Review process is aimed at addressing the shortfalls to the existing IDP of Hibiscus Coast Municipality. Therefore the process plan guides the management of IDP and the following:

- The distribution of roles and responsibilities in the IDP review process;
- Institutional arrangements for the process;
- Mechanisms and procedures for public participation;
- Action programme with timeframes and resources requirements;
- Mechanisms and procedures for alignment with external stakeholders;
- Relevant binding planning and policies requirements at National and provincial sphere; and
- Cost estimates for the review of the planning process.

FRAMEWORK PLAN CONCEPT

The framework plan is used to integrate and link development processes between the Ugu District Municipality and the six Local Municipalities that fall within its area of jurisdiction. The framework plan facilitates communication amongst all stakeholders including all the spheres of government regarding the processing to be followed in IDP preparation. The completion of local municipalities process plan depend on the completion and requirement set by the district framework plan. The 2012/2013 IDP Review Process Plan is in line with the District Framework.

FOCUS AREAS OF THE IDP PROCESS

Hibiscus Coast Municipality will focus on the following 13 municipal developed Key Focus Areas during the IDP Review preparation and compilation:

1. Infrastructure provision and maintenance
2. Budget aligned to the IDP priorities
3. Development and implementation of strategic sector plans
4. Good governance and accountability (***effective and efficient governance***)
5. Financial viability and value for money
6. Spatial planning and rural planning and development
7. Youth development and skills development
8. Job creation, economic growth and transformation
9. Safe and healthy environment
10. Effective supervision of service providers
11. Knowledgeable communities
12. Tourism industry support
13. Promoting sports and recreation and cultural diversity

5.2 2012 / 2013 IDP REVIEW DEVELOPMENT

The 2012/2013 Draft IDP is informed by the adopted 2012 – 2017 Integrated Development Plan document which plays a critical role in guiding development and planning for the new political office bearers with emphasis on improving socio-economic situation, meeting millennium targets, improving service delivery mechanisms, strengthening and improving inter-governmental relations and community participation. The IDP Review 2012/2013 is a strategic planning tool for HCM and only projects in the IDP will be budgeted for and eventually implemented. The Draft IDP should be utilised to inform the budget allocation and be translated to.

IDP is to guide the budgets of sector departments (National and Provincial) where their services and resources are required, in terms of needs and priorities identified in the IDP. In addition to guiding organs of state, the IDP should be an informative document to encourage, and guide potential investment in the municipal area.

The commencement of the *2012 / 2013 IDP Review formulation process for Ugu family of municipalities* was advertised during in July 2011 by the district municipality, followed by the Hibiscus Coast Municipality's IDP Representative Forum meeting in August and November 2011.

Non attendance of provincial department poses the following challenges and limitations for the municipality:

- Limit level of engagement and knowledge sharing
- Department budget for projects that are not urgent to communities
- Departments projects do not have impact
- Some sectors are neglected and some remain unfunded
- No proper alignment
- Duplication of funding
- Fiscal dumping

As per advertisement of the IDP process and as per the approved IDP process plan; cluster workshops were rolled out within the Izimbizo programme of the Mayor (which was publicly advertised). These workshops involve a clustered ward-level approach. The meetings commenced with an IDP explanation in terms of what is the IDP, why it is done, how it is done, and the status of HCM IDP and how to participate in the process. The minutes of these meetings are utilized extensively for information in this IDP: to assist with the situational analyses of areas, backlog information, and needs of communities.

The municipality had seven izimbizo, to ensure that more voices were heard and participated in the development of the municipality. In most clusters / wards communities requested for basic services including housing, roads, water, sanitation, health care facilities, skills development, access to government grants, community facilities and enhancement of HIV/AIDS programmes. In more affluent wards, communities were not satisfied with the slow pace of service delivery especially relating to bad condition of roads, potholes, no verge cutting and rubbish collection services, non-response to ward committee minutes and letters sent to the municipal offices, lack of supervision which results in poor workmanship.

The approach adopted in the preparation of the Review IDP 2012/2013 is strongly guided by the guidelines prepared by the Department of Provincial and Local Government (DPLG) as set out in the IDP guide packs and the IDP simplified format. Hibiscus Cost Municipality is gearing itself to align with economic advantages and competitiveness that are identified in the PGDS. The IDP is in line with the Department of Co-operative Government and Traditional Affairs Guideline for IDP's 2007 / 2008 and beyond. The 2012/2013 IDP process plan was approved in July 2011.

Communication means used:

- Advertisements on the local newspapers (The Herald and The South Coast Fever)
- Loud hailing
- Ward committees

The municipality is working on incorporating the Community Development Workers (CDW's) in to municipal planning and the reporting system in this regard needs to be agreed upon.

The Cluster approach

The rationale behind this approach is to ensure management take full control of the IDP given the recognition of the IDP as the master strategic plan of the municipality. The cluster committees are led by the Directors looking at strategic position of each department, cross cutting matters, how departments can support and assist each other to fast track and ensure implementation plans. IDP Clusters focuses on the following IDP Review Key focus areas:

14. Infrastructure provision and maintenance
15. Budget aligned to the IDP priorities
16. Development and implementation of strategic sector plans
17. Good governance and accountability (***effective and efficient governance***)
18. Financial viability and value for money
19. Spatial planning and rural planning and development
20. Youth development and skills development
21. Job creation, economic growth and transformation
22. Safe and healthy environment
23. Effective supervision of service providers
24. Knowledgeable communities
25. Tourism industry support
26. Promoting sports and recreation and cultural diversity

The clusters are divided into three categories as follows: Social Services; Infrastructure and Economic Development and Financial Management & Corporate Governance. The clusters will be convened by HCM directors.

Cluster	Good governance, Corporate and Finance Cluster	Infrastructure Planning and Economic Development Cluster	Community Services and Safety Cluster
Chair	DO	DHSI	DPS
Deputy	CFO & DCS	DED, DPBC	DHCS
Composition	X2 Managers Manager Budget and Finance Manager HIV/Aids Special programmes Officer Occupational Health Officer	X2 Managers Manager Budget and Finance Manager HIV/Aids Special programmes Officer Occupational Health Officer	X2 Managers Manager Budget and Finance Manager HIV/Aids Special programmes Officer Occupational Health Officer
Focus Areas	-Good governance and accountability -Effective and efficient governance -Organisational and skills development -Professionalism -Youth development - Sector plans development - Municipal policies -HIV/Aids	-Sustainable Infrastructure provision - Infrastructure maintenance plans and strategies -Infrastructure backlog eradication -Sustainable job creation - Economic growth & transformation - Tourism - Sector plans development - Orderly planning - Effective environment management -Rural development -Cohesion and integration -HIV/Aids	-Safety and security measures -Effective provision of services Sector plans and strategies development - HIV/Aids -Waste management -Knowledgeable communities - Cultural diversity

5.3 Challenges in developing the IDP Review

- Lack of participation of provincial departments which result in non-alignment of programmes, duplication, some of the government priorities are being neglected & planning is not needs felt therefore does not have any impact on the ground level
- Lack of vertical and horizontal alignment / coordination between the three spheres of government
- Lack of internal integration, lack of support because departments plan in silos and do not consult with other departments
- No feedback from IGR forms therefore not clear on what decisions were taken arising from the IDP Forum
- No value is derived from the CDW's and their functionality is a worrying factor
- There is no justice done to public participation hence the IDP end up addressing the symptoms of the problem rather than the cause of the problem.
- Relying on old statistics as the municipality does not have funds to carry out research to determine current trends
- Budget limitations to cater for all the KPA's and sector plans
- Mainly focusing on projects rather implementing strategies contained in the IDP
- Little support and direction from Management and the district municipality
- Institutionalisation and prioritisation of the IDP, PMS and SDBIP.

5.4 ROLES AND RESPONSIBILITIES OF ROLE-PLAYERS

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
1.	Ugu District Municipality	<ul style="list-style-type: none"> • Horizontal alignment of IDP's between local and the district; • Vertical alignment between district and local municipalities, National, Provincial as well as other district municipalities • Formulate the district process plan based on the district's framework plan; • Formulate, manage and approve districts IDP; • Monitor and evaluate the district IDP process plan; • Ensure that draft process plans are compiled by the local municipalities with Ugu District; • Ensure that the process plans adhere to the framework as agreed; • Ensure that all local municipalities under the district adhere to the timeframes in the framework plan as agreed; • Coordinate the alignment of the district's budget process with the district IDP Process and local IDP processes; • Facilitate vertical alignment of IDP's with other spheres of government and sector departments and the preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists; • Give financial support in line with its financial policy; • Give institutional support to develop expertise.
2.	Hibiscus Coast Municipality	<ul style="list-style-type: none"> • Guide provincial sector departments participation in their contribution to the municipal planning processes; • Guide departments in assessing draft IDP's and to align their sectoral programmes and budget with the IDP's; • Assist in accessing financial grants for IDP process; • Monitor the progress of the IDP processes through the district and IDP Managers Forum; • Facilitate resolution of disputes related to the IDP; • Organize IDP-related training when required; and • Co-ordinate and manage the MEC's assessments and comments with regards to IDP's. • Orientation of councilors on IDP.
3.	Ugu Planners Forum	<p>Meetings to be chaired by the district IDP Manager;</p> <ul style="list-style-type: none"> • Planning Development Unit render secretarial services; • Consists of the six local municipalities IDP Managers; • IDP Forums to be held quarterly to: <ul style="list-style-type: none"> - coordinate technical submissions and the compilation of the respective IDP documents - Ensure horizontal alignment between the

		<p>district and local municipalities IDP's, and</p> <ul style="list-style-type: none"> - Ensure vertical alignment between the district and local municipalities, National and Provincial spheres.
4.	Provincial of Co-operative Governance and Traditional Affairs	<ul style="list-style-type: none"> • Coordinate participation and cooperation of all other key sector departments. • Monitor and advise the municipalities on the drafting, review and implementation of the IDP. • Ensure that sector department's planning is informed by Hibiscus Coast plans and IDP • Closely monitor sector departments performance in terms of fulfilling their core functions and support Hibiscus Coast
5.	Sector Departments	<ul style="list-style-type: none"> • Identify an IDP Coordinator in the sector departments • Contribute knowledge and ideas about planning issues in the province and sectors; • Contribute relevant information on the provincial sector departments plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner; • Ensure that their objectives and strategies and projects take various IDP's into consideration and adjust their budgets as informed by the various IDP's into consideration and adjust their budget as inform by the various IDP's; • Engage in a process of alignment with district municipalities, and participate in the provincial management system and co-ordination; • Ensure active participation in IDP Representative Forum and Task Teams
6.	Ugu District Development Planning Unit	<p>Development Planning Unit provided the following function:</p> <ul style="list-style-type: none"> • Provide methodological guidance and support to local municipality during the IDP implementation and review and well other planning processes; • Support the planning and implementation management process of local municipalities and district municipality • Establish and maintain close links with public and private service providers for proper programme alignment in municipal; • Provide information to municipalities relevant national and provincial policy and legislation frameworks; • Organize/conduct relevant training events for municipalities to build their planning and implementation management capacity; and • Liaise with Donors and other state agencies for municipalities to build their planning and implementation management capacity; • Liaise with Donors and other state agencies for funding to the municipalities; and • Render secretarial services to all district communication and sub-committee.

TERMS OF REFERENCE

The internal and external forums that contributes and informs the IDP Review

STRUCTURE	TERMS OF REFERENCE
COUNCIL	<ul style="list-style-type: none"> • IDP approval • Budget approval • Policies
MAYOR	<ul style="list-style-type: none"> • Decide on Process Plan for IDP and reviews • Provides political direction and leadership of the IDP Process • Ensures that the IDP Process Plan and IDP document are submitted to Council for adoption • May assign some responsibilities to the Municipal Manager
MUNICIPAL MANAGER	<ul style="list-style-type: none"> • Responsible for the management and coordination of the preparation of the IDP and review processes • Chairs the Management Meeting • Responsible for day to day management of the planning process • Ensure that legislative timeframes are adhered to • Ensure that resources are allocated accordingly and are well managed • Facilitate coordination of different role players and ensure horizontal and vertical alignment • Ensure that performance management & evaluations are done on a quarterly basis • Management of consultants
IDP MANAGER	<ul style="list-style-type: none"> • Works closely with the Municipal Manager in ensuring that the Municipal Manager meets the council vision • Coordinate all IDP processes • Ensure alignment and compliance with the legislative framework, IDP guidelines, Sector Departments and with the District. • Responsible for putting the IDP document together • Interpret political issues into administrative functions • Facilitates IDP meetings • Timeously communicates IDP status to relevant committees • Work closely with Ugu's Development Planning Section for guidance, alignment, technical support and methodologies to be used
IDP REPRESENTATIVE FORUM	<ul style="list-style-type: none"> • Inform affected and interested groups, communities and organisation/institutions on relevant planning activities and their outcomes • Chaired by Madam Mayor • Determine priorities, analyse issues, negotiate and reach consensus • Participate in project design and monitor and assess projects • Make recommendations on planning matters to council • Lobby sector departments participation in municipal planning • Chairperson has a right to discipline members who do not participate meaningfully and inform their principals of their unsatisfactory participation.

STEERING COMMITTEE	<ul style="list-style-type: none"> • Develops terms of reference for various planning activities • Provides guidance on planning matters • Monitors IDP and Review progress on a quarterly basis • Make recommendations to the IDP Representative Forum • Takes decisions on administrative matters in line with legislations, policies and COGTA guidelines • Give strategic direction to IDP and Reviews and provide support to the IDP Manager • Ensures that information is provided to the IDP Manager in time and communicates IDP issues with staff members ensures that IDP manager does not end up thumb sucking information • Overall management including appointment of consultants • Refers matters to relevant committees for further investigations, research and alignment • Closely monitor and evaluate consultants progress and performance • Consider inputs from all stakeholders and make amendments accordingly
IDP CLUSTERS	<ul style="list-style-type: none"> • Provides technical assistance on planning matters • Makes recommendations to the Steering Committee • Provides departmental issues that have influence on planning • Consider inputs from sub-committees • Assist in developing terms of reference for consultants
TRADITIONAL LEADERS	<ul style="list-style-type: none"> • Amakhosi / Izinduna's should work with ward councillors to identify priority developmental issues • Facilitate community consultation in collaboration with ward councillors

5.5 WARD COMMITTEES

The new ward committee members were elected in line with the Municipal Structures Act of 1998 during the month of August 2011. The inauguration ceremony was held on the 28th September 2011. All ward committees are committed to serve their communities and are fully functional. The municipality has conducted a workshop to capacitate the ward committee component to ensure the ward committees are fully functional and effective. Furthermore the municipality has set resources aside to assist with the operational costs of the ward committee structures to enrich public participation and therefore the IDP. Systems have also been put in place to effectively and efficiently deal with ward committee issues. The municipality has delegated managers and HODs to serve as secretariats at the ward committee meetings to provide more support and ensure that issues that are deliberated at these meetings are service delivery based and that Council effectively address the issues raised at the ward committee meetings.

5.6 PUBLIC PARTICIPATION

This function fall under the Office of the Speaker. Public participation is encouraged through the Mayoral Izimbizo and Budget Roadshows. The municipality is in a process of developing a public participation strategy that will ensure effective and coordinated efforts of deepening public participation. IDP workshops were held in all clusters with an aim of educating and familiarizing communities especially youth with the IDP document. Communities were given background on IDP, taken through the processes, timeframes, roles and responsibilities and how communities can participate in the development and implementation of this strategic document. The municipality is in a process of establishing a public participation forum which will focus on public participation issues.

5.7 INTERNAL AUDIT

The Internal Audit Unit operates under the Office of the Municipal Manager. It is an independent unit. The objective of this unit is to bring assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The Head of the unit administratively reports to the Municipal Manager and functionally to the Audit Committee. The unit has four internal audit officers and a manager.

The scope of work of the Internal Audit Unit entails, inter alia, whether the Hibiscus Coast Municipality's risk management, control and governance processes as designed by Management are adequate and functioning in a manner to ensure:-

- Risks are appropriately identified and managed;
- Interaction with various departments within Hibiscus Coast Municipality and other stakeholders occurs;
- Significant financial, managerial and operating information is accurate, reliable and timely;
- Employees' actions are in compliance with relevant policies, standards, procedures and applicable laws and regulations;
- Resources are acquired economically, used efficiently and adequately protected;
- Programmes, plans and objectives are achieved;
- Quality and continuous improvement are fostered in Hibiscus Coast Municipality's control processes;
- Significant legislative or regulatory issues impacting on Hibiscus Coast Municipality are identified and adequately addressed;
- Evaluation and reporting on the Municipality's Performance Management.

5.8 SPECIAL PROGRAMMES & HIV/AIDS

The municipality has ensured mainstreaming of vulnerable groups. The rights of people with disabilities, women, youth and children are taken into consideration. The disability policy is in place and is being implemented. There has been a strategic move to merger the HIV/Aids and former special programmes units to enhance capacity within and supplement each other. The municipality conduct workshops on HIV/Aids, STIs and TB targeting Council employees, facilitation courses for peer educators, trauma management for Local Aids Council members, supply soya porridge, soya drinks and home based kits to all wards.

The World Aids Day is commemorated on an annual basis. Furthermore the HIV and Aids jointly with the special programmes unit purchase and deliver school uniforms to vulnerable children in schools

HIV/ Aids

Antenatal clinic studies

The department of Health conducts annual HIV/AIDS surveys on women visiting antenatal clinics in the province. In terms of the 2001 survey the Ugu District Municipal area had the third highest HIV prevalence among pregnant women visiting public health facilities in the province after Ethekwini Metro and Amajuba District Municipality. Department of Health's recent data indicates that Ugu is sitting at 40% HIV/AIDS infection. The municipality in partnership with the District and the Department of Health should to arrange more awareness campaigns around sexual transmitted diseases, HIV/AIDS and the importance of general health care.

HCM Council is committed in the HIV/Aids infection reduction and assisting those who are infected and affected by the diseases. R1.4m was budgeted to deal with HIV/Aids issues in 2011/2012 financial year. The municipality has implemented viable programmes to fight the scourge of the disease. More educational programmes / awareness campaigns are necessary to alert the community members of the HIV/Aids disease.

It will be important to factor into planning the impacts associated with this pandemic and provide adequate services to those living and affected by the virus. Furthermore it is critical to involve the ward committees, Local Aids Council and People living with HIV/Aids in the IDP forum to discuss issues that affect them and planning matters. The epidemic; for example; will affect infrastructure planning by reducing the projected number of people; impacts on households requiring services such as their ability to pay for these services and increased demand for health care facilities and social services.

Anti Retroviral Roll Out

The Murchison and Port Shepstone hospitals are accredited Anti Retroviral (ARV) treatment facilities in the Hibiscus Coast Municipality. These two hospitals initiate ARV treatment and refer patients to the nearest clinic for follow up treatment. The following clinics offer follow up treatment: Margate, Gamalakhe, Bhobhoyi, and Ntabeni. Other clinics refer clients to one of the two hospitals for ARV treatment. All clinics however provide screening, counseling and taking blood samples as part of the ARV roll-out programme. The number of patients receiving ARV drugs is as follows:

Clinic	Number
Margate	1 152
Marburg	1 333
Port Shepstone	1 061
Shelly Beach	507
Umtentweni	584
Total	5 804

Forecast challenges

- Given the limited resources and strained health system, the demand for ARV's is outstripping the capacity to deliver.
- Of concern is the long term sustainability and equitable distribution of the roll-out programme.
- Pressure to meet target numbers must be tempered by the need for rational drug use by dispensers, providers and consumers. [The information above relates to government hospitals not private institutions].

5.9 SUKUMA SAKHE FLAGSHIP PROGRAMME

The municipality has partnered with the Ugu district as well as the provincial departments in implementing the Sukuma Sakhe flagship programme within the boundaries of the municipality. More focus is placed on the most deprived wards including ward 8 and 29 as wards / areas most affected by the pandemic. The programme will be rolled out to all wards with the greatest need. War rooms have been established in various wards.

The medium deprived areas include:

- Ward 4: Nkulu / Mgolomi/ Oshabeni;
- Ward 5: Manzamhlophe / Ntaba (KwaXolo);
- Ward 7: Nkampini / Gcilima (KwaXolo);
- Ward 10: Thundeza (KwaNzimakwe);
- Ward 11: Thongase / Califonia (KwaNzimakwe);
- Ward 14: Magog (KwaMadlala); and
- Ward 21: Mbayimbayi / Mdazi (Murchison)

Budget allocations for 2011/2012 for special programmes are as follows:

- Women empowerment is budgeted R300 000;
- Senior citizens is budgeted R300 000;
- Children's right is budgeted R200 000; and
- Empowerment of people living with disabilities is budgeted R400 000

5.10 YOUTH DEVELOPMENT

The municipal population figures show that HCM is a youthful one with most of the population below 35 years. The municipality aims to impact of the youth through the following objectives:

- To ensure that the youth are given an opportunity to participate in the mainstream economy and to entrench the need for stakeholders to prioritize and support youth economic empowerment.
- To integrate youth economic empowerment programmes conducted by different institutions in the province and aligning those to district, provincial and national policies and strategies
- To address challenges of youth unemployment and poverty by, among other things developing mechanisms to create markets for young entrepreneurs in HCM
- To develop mechanisms to address the economic needs of the youth in terms of their geographic demographics i.e. urban or rural
- To promote and support sports and cultural diversity
- To encourage young people to participate in development issues

- To address morale generation

The main youth concerns are as follows:

- High unemployment rate
- Lack of skills
- Lack of sporting and recreational facilities
- Access to higher learning including bursaries
- Lack of information / communication measures at rural areas
- High levels of crime

5.11 GOVERNANCE AND COMMUNICATION

The unit deals with:

- Internal and external communication including the municipal website maintenance. Ezangaphakathi and Isigcawu newsletters are prepared on a quarterly basis.
- Provide photos for the annual report
- Assist in planning the Mayoral activities and mobilization
- Media management, etc.

5.12 OCCUPATIONAL HEALTH AND SAFETY

Focuses on the following:

- Compliance with Occupational Health Act, 1993
- Awareness programme on legislative requirements of the occupational health and safety legislative requirements
- Hazard Identification and risk assessment at work place and municipal buildings
- Inspections to monitor the levels of compliance
- Capacitating the Occupational Health and Safety Committee
- Supply first aid kit to all nine departments to assist employees who get injured at work

5.13 MOTOR LICENSING

- The main focus is improve service delivery by decentralize motor vehicle licensing and renewals.
- Ratepayers and customers are not happy with the slow service that is rendered by this section as they wait for more 45 minutes to be served.
- Issue learners and drivers licenses.

Challenges

- Short staffed which results in long lines and dissatisfaction of ratepayers and customers (need vehicle examiners, learners class conductor and administration clerks).

5.14 FIRE SERVICES

Focus on the following:

- Leasing of water tanks and heavy duty fire engine
- Ensuring safety to buildings

- Awareness and training within the informal settlements
- Installation of fire hydrants
- Establishment of the Fire Protection Association
- Coordination of stakeholders
- Decentralization of services to rural areas

5.15 ANNUAL REPORT

The municipality has prepared the 2010/2011 annual report in line with Chapter 12 of the Municipal Finance Management Act, No. 56 of 2003 and National Treasury Regulations. The National Treasury Checklist was used as is benchmark to ensure credibility of the annual report. The annual report was submitted to the Auditor General's office for assessment. Two Oversight Committee meetings including the workshop on the annual report were held.

The annual report was tabled and adopted by full Council on 31 January 2012. Thereafter the public consultation commenced on the annual report for a period of 21 days. Council considered and adopted the Oversight Committee report on 24 April 2012 without reservations, with reservations or should be referred back to clarify certain issues.

The Annual report together with the oversight report was submitted to the Auditor General's office and Cogta in compliance with the legislative prescripts.

HIBISCUS COAST MUNICIPALITY RESPONSES TO THE REPORT BY THE AUDITOR GENERAL FOR PERIOD 30 JUNE 2011

NO	FINDING	CORRECTIVE ACTION	Time	RESPONSIBLE MANAGER
1	Reinstatement of corresponding figures	<ul style="list-style-type: none"> • All reconciliations to be done monthly and reviews to be conducted by a senior official • Engage National Treasury to come and activate the Reconciliation Management tool • GRAP checklist be used • AFS to be reviewed by an independent service provider and the audit committee before they are sent off • The FMG Grant to be used for this purpose 	Immediately	CFO

NO	FINDING	CORRECTIVE ACTION	Time	RESPONSIBLE MANAGER
2	Irregular Expenditure	<ul style="list-style-type: none"> All procurement should be through the SCM unit and in terms of the SCM Policy Irregular Expenditure register be compiled and be reported to council through the portfolio committee All extensions of contracts should in terms of section 166. Adherence to SCM Policy i.e. Have evidence that three suppliers were invited to quote. Contract management exercise is being done by Provincial Treasury and PwC to address all the SCM matters with regards to Contract Management aspect. The register be developed to ensure that all invoices received are recorded 	Immediately	SCM
3	Material Losses	<ul style="list-style-type: none"> Reports to council through the Portfolio Committee on the Losses Meter Audit be conducted Internal Audit to conduct an assignment on Material Losses and Meter Management. 	Immediately	CFO, DHSI, and Internal Audit
4	Going Concern of Hibiscus Coast Development Agency	<ul style="list-style-type: none"> The relationship of IDC and the Agency is currently being revived The parent has set aside an amount of R1,5million for the Development Agency Further to this Project to the value of R2,9 million has been allocated to the Agency to manage The appointment of CEO has been appointed and starts on 01 March 2012 Not Applicable 	Mar 2012	MM
5	Non- Compliance & weaknesses identified on the performance information	<ul style="list-style-type: none"> Capacity within the PMS office is to be increased Review the PMS policy and submit to council for approval. HOD's to ensure that performance information is submitted before stipulated dates All reports to be reviewed by HODs prior to submission to the IDP Office. The capacity within PMS Office will be increased. Adequate review of all performance information related matters by the Senior Officials before submission and approval . 	30 June 2012 Immediately	MM, IDP and all HOD's
6	IT Governance framework	<ul style="list-style-type: none"> - Service Provider to be engage to develop an IT Governance - Outsource the Development of the IT Governance framework and Business Continuity and the disaster recovery plan framework 	30 March 2012	IT

5.16 STAKEHOLDERS PARTICIPATION AND INVOLVEMENT

Participation took place in different forums, meetings and gatherings. The IDP Representative Forum is the main forum where external stakeholders including provincial departments, Traditional Leaders / Amakhosi, Ugu district municipality, business, entities and parastatals are invited to discuss developmental challenges facing the municipality and means of overcoming developmental challenges. However it should be noted that active stakeholder involvement and participation is still a challenge as some of the stakeholders do not participate.

The functions of the IDP Representative Forum are as follows:

- Inform affected and interested groups, communities and organisation/institutions on relevant planning activities and their outcomes
- Chaired by the Portfolio Chairperson of Town Planning and Building Control
- Determine priorities, analyse issues, negotiate and reach consensus
- Participate in project design and monitor and assess projects
- Make recommendations on planning matters to council
- Ensure that all sector departments play their role accordingly and fully participate in municipal planning
- Chairperson has a right to discipline members who do not participate meaningfully and inform their principals of their unsatisfactory participation.

Ugu District Municipality IDP and Planners Forum

The Ugu district municipality's IDP forum meetings are held on a monthly basis. The planners forum committee was established to assist with capacitation and empowerment of the local municipalities that fall within Ugu District Municipality's area of jurisdiction. The committee comprise of Ugu District Municipality, IDP managers and town planners from the six local municipalities and Cogta. The committee also ensures that the Integrated Development Plans of municipalities are aligned. The committee also desire local municipalities to align with the district municipality, provincial departments and get advice and assistance required prior to the IDP assessments. There is a room of improvement to enhance the functionality of the district planners forum.

Provincial Department of Co-operative Governance and Traditional Affairs

The department fully participates in the IDP forum meetings and provided technical support in the IDP development process. The municipality also attended all the IDP Indabas organised by the department. The department also provide financial and technical support to support municipal development and planning initiatives

Department of Health

There is a good working relationship between the municipality and the department. The department attends the IDP forum meetings and they support the municipality in providing primary health care within the municipality.

Department of Agriculture and Environment Affairs

The department work very closely with the municipality and has advised the municipality accordingly with regards to the sector plans that need to be developed by the municipality and what functions the department can assist the municipality with. The department actively participates in the IDP forum meetings.

Department of Economic Development

The department does not participate in the IDP forum hence there is limited engagement with the department. The municipality would highly appreciate the involvement and participation of this department as the municipal local economic development requires much more attention.

Department of Education

The municipality has noted an improvement in terms of the departments' attendance at the IDP forum meetings, though there is still a room for improvement.

Department of Transport

The department does participate in the IDP forum meetings however there is a room for improvement. Most of the provincial roads are in bad state therefore need urgent attention.

Department of Labour

The department did not participate in the IDP forum meetings. In future we hope to get information on labour issues, unemployment rate, immigration and emigration trends, etc. from the department.

Department of public works

The department has recently started to participate at the IDP forum meetings.

Department of Home Affairs

The department does attend the IDP forum meetings and the department reports regularly on the programmes being rolled out within the municipality. A stakeholder's forum was established and sits on a quarterly basis.

Department of Social Development

The department has started to participate in the IDP forum meetings. This will yield good results as the municipality receives lots of issues from the Izimbizo relating to the department. The municipality will continue to engage the department to address the community issues ranging from accessing government grants / pensions, suspended pension, child headed families, vulnerable groups, etc.

ESKOM

Eskom does not attend the IDP forum meetings though the representative will be invited well in advance and commit to attend the meetings. This is a great concern for the municipality as some communities are still not electrified, lots on in-fills and some projects with economic benefits have not taken off yet due to lack of power.

Qhubeka organisation

The NGO participates in the IDP forum and has assisted the municipality's development agency to implement some of its projects.

The Rate Payers Associations

Some rate payers associations participate in the IDP forum meetings. The municipality highly appreciate the association's engagement in the IDP issues as it strengthens and build relationship between the municipality and the residents.

South Coast Chambers

South Coast Chambers does participate in the IDP forum meetings.

KZN Wildlife

The KZN Wildlife participates in the IDP forum meetings

CHAPTER 6

INSTITUTIONAL TRANSFORMATION AND COMMUNITY PARTICIPATION

6.1 INSTITUTIONAL ARRANGEMENTS – Organogram attached as Annexure

The Hibiscus Coast Municipality is headed by her Worship Madam Mayor, Councilor N.C.P. Mqwebu. There are 58 councilors, 12 of the Councillors serve in the Executive Committee (EXCO). The municipality is run in a democratic, transparent manner and all political parties are represented and fully participate in the running of the municipality. Executive Committee meetings are chaired by the Mayor are held twice a month and Council meeting sits once a month, chaired by the Speaker of the Municipality, councilor R. Nair.

The administration is headed, by Mr. SW Mkhize the Municipal Manager. The table below provides a summary of the six directorates, their responsible director and the allocated executive councilor. Currently there are four filled Senior managers posts with two vacant senior positions including the Municipal Manager's post.

DIRECTORATE	DIRECTOR RESPONSIBLE	EXECUTIVE COUNCILLOR	OFFICE
Treasury	Ms TPS Khuzwayo	Ald JF De Wet	Margate
Strategic planning & Governance (in office of the Municipal Manager)	Mr. KJ Zulu	Madam Mayor	Port Shepstone
Community Services	Mr M Mbili	Cllr N Madlala	Marburg
Human Settlements and Infrastructure	Mr. Simphiwe Nikelo	Cllr P Rademeyer	Marburg
Planning & Economic Development	<i>The post is vacant</i> , Mr. W Nogobela is acting	Cllr D Njoko	Port Shepstone
Corporate Services	Mr. Pardon Mathebula (<i>contract expired on 28 Feb 2012</i>)	Cllr WW Mkhize	Port Shepstone

The table above reflects HCM directorates and their responsible senior managers and executive councilors in line with the prescribed HCM powers and functions

Staff profile

HCM Staff profile										
Level	Top Management		Managers		Superintends		General Workers		Contract workers	
	Existing	Ideal	Existing	Ideal	Existing	Ideal	Existing	Ideal	Existing	Ideal
Senior managers	4	7								
1			38	40						
3 & 5					17	19				
14							223	223		
									202	202

The tables above indicate that some of the key positions are vacant which then necessitate Council to ensure that these posts are filled. The municipal offices have been decentralized to Port Shepstone, Uvongo, Hibberdene and Margate. The structure in terms of reporting requires each directorate head to report directly to the Municipal Manager, as per attached organogram.

6.2 MUNICIPAL STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

Strengths

- Strategic location
- Institutional stability
- Well-developed infrastructure
- High rates turnover
- Blue flag beaches
- Consistent reporting
- Economic activities
- Diversity
- Level of accountability

Weaknesses

- Aging infrastructure
- High basic service backlog in rural areas
- High number of uneconomic active population
- Lack of tertiary institution
- Growing debt register
- Information management and response
- Outstanding sectors
- Budget limitation to address IDP objectives
- Discipline & supervision

Opportunities

- Strategic location

- Improve customer relations
- Tourism potential
- Agricultural development
- Investor attraction
- Institutional transformation
- Tertiary institution
- Media relations
- Operationalising the Margate airport, Hibberdene harbour, Prison, beachfront development
- HCDA

Threats

- Sector plans not in place
- High unemployment rate
- High service backlog
- Neglected coastal strip
- Delay in implementing Council resolutions
- Lack of BBBEE implementation
- Low staff morale
- High dependency on government services
- Mushrooming unplanned settlements

6.3 HUMAN RESOURCES STRATEGY

The municipality is in a process of incorporating all human resources related policies into the integrated human strategy. All the components of the HR strategy have been developed however the municipality seek direction on how to compile a credible HR strategy. An action plan has been prepared by the directorate on how the plan will be developed.

6.4 WORK SKILLS DEVELOPMENT PLAN

The Work Skills Development Plan is in place. The employment equity guidelines form an integral part of planning for training as reflected in the Skills Development Act. The Municipality has developed a comprehensive Workplace Skills Development Plan (WSDP) in line with the said Act and the Plan was submitted to the LGSETA as required by the Act.

The Municipality is registered with the Local Government Sector Education and Training Authority (LGSETA) and skills development initiatives relating to the municipal core services have been carried out at all levels of employment. The Municipality also provides youth experiential training for on three months, six months and a year basis.

The Municipality is also implementing a skills development project for inhabitants of the area; through tuition assistance in targeted fields of project management, financial management and town planning. Within the organization Adult Basic Education Classes in English and IsiZulu are being implemented: giving recognition to the predominance of IsiZulu within the HCM.

The broader strategy includes targeting students within specific professions such as town planning, engineering and IT and through an application process the municipality provides a bursary towards their studies.

6.5 EMPLOYMENT EQUITY

The plan is in place and it was reviewed in 2010/2011 financial year in accordance with the Employment Equity Act (No. 55 of 1998). The HCM has developed and implemented the Employment Equity Plan; and as required by the said Act, the Plan was submitted to the Department of Labour in June 2011. The Plan reflects the progress the Municipality has achieved thus far and actions to address challenges relating to enhanced demographic spread, skills development, fast-tracking, diversity management and organizational culture assessment. The existing official organogram was signed in March 2010 however the municipality has developed a new organogram which still need to be adopted by Council.

The employment equity profile illustrates progress made towards achieving the transformation targets. The Municipal Manager has entered in to a Performance agreement with the Chief Financial Officer in terms of amended Section 57(1) of the Local Government Municipal Systems Act 32 of 2000 and in line with guidelines for contracts for Section 56 Employees issued by the Department of Cooperative Governance and Traditional Affairs. The performance agreements and contracts reflect the key performance indicators per financial year in line with the IDP, and budget allocation subject to compliance to the requirements of the Municipal Finance Management Act 56 of 2003 chapter 7. In terms of women empowerment, there is a room for improvement to employ women at top positions as currently there is only one female director employed by Council out of ten senior managers, including the Municipal Manager.

Occupational Level	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	26	0	6	10	14	2	1	5	64
Senior Management	6	1	3	12	4	0	0	0	26
Middle Management	10	2	6	6	10	0	1	6	41
Professionals	13	1	2	4	6	1	2	2	31
Skilled	153	3	36	0	93	0	29	36	350
Unskilled	380	0	6	0	167	0	7	2	562
Temporary									
Contracts	64	0	0	0	54	0	0	0	118

Source: HCM Director Corporate Services

The table above indicates the filled positions and the target the municipality as per the population demographics of HCM in relation to the Equity Act

6.6 CAREER PATHING

The career pathing plan is in place however it is being enhanced to ensure that it cascade down the organization in roll out steps. The plan is informed by the labour statutes, skills development and transformation and employment equity plans. The career pathing plan will be linked to the municipal recruitment policy, retention strategy, skills development, internships, bursary scheme, induction process, performance management, remuneration, relocation and tuition assistance.

The objectives of the plan are outlined as follows:

- To build employees capability and capacity
- To create a structured, transparent process for career development that can be followed in a systematic and consistent manner
- To provide HCM with competent workforce that are able to fulfill its mandate
- To ensure that employees progress as rapidly as possible along their career paths
- To ensure employees capacity and capability requirements are in line with HCM's strategic intent and operational requirements
- To transfer and retain critical institutional memory
- To promote employee self-esteem, staff morale and job satisfaction
- To develop and retain scarce / unique skills
- To improve levels of quality and productivity

6.7 RECRUITMENT AND RETENTION STRATEGY

The municipality is in a process of developing a feasible recruitment and retention strategy and review the current selection and recruitment policy.

STAFFING PLANS for 2012/2013 and beyond

The Municipality is currently undergoing detailed business process assessments within each functional unit, with the aim of improving business processes which includes restructuring. The new/proposed organogram proposes that the number of directorates be reduced from nine to six. The municipality has already advertised for the Director Governance and strategic planning, Community services and Planning and Building control.

The departments are proposed as follows:

- i. Planning and Building will be merged with Local Economic and Tourism
- ii. Community services and Health will be merged with Protection Services and Cleansing and Maintenance
- iii. Corporate services
- iv. Governance and strategic planning
- v. Treasury
- vi. Human Settlements and Infrastructure

Over and above filling in the key positions the municipality plans to employ one senior manager in each directorate, two officers in the IDP unit, a Risk Officer to beef up staff capacity to improve service delivery.

Key principles which will inform the look of the HCM are:

- An organization geographically decentralized to best deliver services to its community within its ward-based clustered approach and through delivery of "baskets" of government services;
- An organization with a flattened line of authority/reporting structure. Therefore minimizing management and maximizing "front line" workers.
- A strong supervisory level within the organization to ensure work is done accordingly.

6.8 INTER-GOVERNMENTAL RELATIONS STRUCTURES

The municipality participates in the IGR forums listed below

THE PREMIER'S COORDINATION FORUM (PCF)

In accordance with the Inter-Governmental Relations (IGR) Act (2005), the Mayor participates in the PCF coordinated by the Office of the Premier.

THE MAYOR'S FORUM

In accordance with the IGR Act (2005), a Mayor's Forum was established in 2006 for the district. This forum is functioning and meets on a regular basis.

THE SPEAKER'S FORUM

The District has an established Speakers Forum and HCM participates in the Ugu District Municipality's Speakers Forum.

THE MUNICIPAL MANAGER'S FORUM

The Municipal Manager's Forum was also established in 2005 by the district and meets on a regular basis. Issues raised at this forum are discussed at Corporate Management meetings by management.

CFO'S FORUM

Meetings are held on a quarterly basis to discuss financial management issues.

AMAKHOSI

The district has established a good relationship with the Ugu House of Traditional Leaders. Amakhosi sit at the district level and the municipality participates. The HCM Mayor holds quarterly meetings with all the 6 Amakhosi within the municipal jurisdiction.

PLANNERS FORUM

The planners' forum meetings are held on a monthly basis

INSTITUTIONAL STRUCTURES CREATED

IDP Steering Committee, IDP Cluster meetings

Existing entities

Hibiscus Coast Development Agency

This is a Section 21 Company created to drive macro development and key projects within the Hibiscus Coast Municipal area.

Ugu South Coast Tourism Body

This entity will take over the functions of the Hibiscus Coast Tourism once it is disbanded completely.

6.9 DISASTER MANAGEMENT

This is a shared function between HCM, other local municipality and the Ugu District Municipality. There is a disaster practitioner's forum at a district level. The municipality is in a process of developing a new disaster management plan to comply with the Section 26 (g) of the Municipal Systems Act No 32 of 2000. The comprehensive disaster management plan shall be suitable to the area and shall incorporate comments received from the Honorable MEC of the Department of Cooperative Governance and Traditional Affairs on the HCM 2011/2012 IDP comments

Disaster management objectives are as follows:

- To provide a safe and secure environment
- To capacitate and educate communities (fire)
- To Improve service delivery by installing fire hydrants in informal settlements and ensuring safety at all buildings
- To training staff and volunteers
- To decentralize services to rural areas.

6.10 PERFORMANCE AUDIT COMMITTEE

The Audit Committee is a district shared service and it is fully functional. The Audit Committee meetings are held on quarterly basis. The committees assess the quarterly performance reports submitted by HCM internal audit unit as well as the Annual report.

CHAPTER 7

Annual Budget

Executive Summary

The application of sound financial management principles for the compilation of the Hibiscus Coast Municipality's financial plan is essential and critical to ensure that the municipality remains financially viable and that municipal services are provided sustainability, economically and equitably to all communities. The Hibiscus Coast Municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes so as to maintain sound financial stewardship. A critical review was also undertaken of expenditures on noncore and 'nice to have' items.

The municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore, the municipality has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government. National Treasury's MFMA Circular No. 58 and 59 were used to guide the compilation of the 2012/13 MTREF.

The main challenges experienced during the compilation of the 2012/13 MTREF can be summarised as follows:

- The ongoing difficulties in the national and local economy;
- Aging and poorly maintained roads and electricity infrastructure;
- The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;
- The increased cost and electricity (due to tariff increases from Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as there will be point where services will no-longer be affordable;
- Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;

The following budget principles and guidelines directly informed the compilation of the 2012/13 MTREF:

- The 2011/12 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2012/13 annual budget;
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk water and electricity. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs;
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;

- An upper limit of R90 million was set for the following items and allocations to these items had to be supported by a list and/or motivation setting out the intention and cost of the expenditure which was used to prioritise expenditures:
 - Special Projects;
 - Consultant Fees;
 - Furniture and office equipment;
 - Special Events;
 - Refreshments and entertainment;
 - Ad-hoc travelling; and
 - Subsistence, Travelling & Conference fees (national & international).

In view of the aforementioned, the following table is a consolidated overview of the proposed 2012/13 Medium-term Revenue and Expenditure Framework:

Table 1 Consolidated Overview of the 2012/13 MTREF

Description	Adjustment Budget 2011/12	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Total Operating Revenue	522,341,535	578,696,421	612,982,412	649,761,000
Total Operating Expenditure	522,341,535	578,696,421	612,982,412	649,761,000
<i>Surplus(Deficit) for the year</i>	–	–	–	–
Capital Expenditure	177,517,393	138,497,004	151,056,000	166,161,000

The total operating revenue has grown by 10.78 per cent or R56.3million for the 2012/13 financial year when compared to the 2011/12 Adjustments Budget. For the two outer years, operational revenue will increase by 6 per cent. Total operating expenditure for the 2012/13 financial year has been appropriated at R578million and when compared to the 2011/12 Adjustments Budget, operational expenditure has grown by 10.78 per cent in the 2012/13 budget and by 6 for the respective outer years of the MTREF.

The capital budget of R138 million for 2012/13 is 21.98 per cent less when compared to the 2011/12 Adjustment Budget. The reduction is due to grants from Department of energy not being allocated in 2012/2013 and a reduction in housing grant from provincial department. A substantial portion of the capital budget will be funded from MIG, Housing over MTREF. The balance will be funded from internally generated funds.

1.1 Operating Revenue Framework

For Hibiscus Coast Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the municipality and continued economic development;
- Efficient revenue management, which aims to ensure a 95 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the municipality.

The following table is a summary of the 2012/13 MTREF (classified by main revenue source):

Table 2 Summary of revenue classified by main revenue source

Description	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue &		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Revenue By Source										
Property rates	229,577	241,715	251,485	272,490	273,048	273,048	273,048	301,635	316,036	334,999
Property rates - penalties & collection charges	57	70	117	73	73	73	73	77	82	87
Service charges - electricity revenue	42,889	59,838	66,129	72,041	76,815	76,814	76,814	86,334	95,586	101,321
Service charges - refuse revenue	19,113	25,637	31,071	32,575	42,722	42,722	42,722	46,139	48,097	50,983
Rental of facilities and equipment	1,936	2,168	2,325	1,567	1,567	1,567	1,567	2,925	3,101	3,287
Interest earned - external investments	15,461	11,312	9,632	12,000	10,244	10,244	10,244	10,909	11,564	12,258
Interest earned - outstanding debtors	8,871	9,530	7,068	9,680	5,680	5,680	5,680	6,049	6,412	6,797
Fines	3,890	4,432	1,419	3,354	2,034	2,034	2,034	3,360	3,561	3,775
Licences and permits	4,137	5,119	5,841	5,768	5,768	5,768	5,768	5,680	6,020	6,382
Agency services	2,623	2,916	3,214	3,267	3,267	3,267	3,267	3,300	3,498	3,708
Transfers recognised - operational	52,831	71,914	70,295	83,737	87,107	87,107	87,107	95,398	101,121	107,189
Other revenue	10,257	14,503	9,433	30,328	14,018	14,018	14,018	16,889	17,902	18,976
Total Revenue (excluding capital transfers and contributions)	391,643	418,702	458,029	526,879	522,342	522,342	522,342	578,696	612,982	649,761

Table 3 Percentage growth in revenue by main revenue source

Description	Current Year 2011/12		2012/13 Medium Term Revenue & Expenditure Framework					
R thousand	Audjusted Budget	%	Budget Year 2012/13	%	Budget Year+1 2013/14	%	Budget Year+2 2014/15	%
Revenue By Source								
Property rates	273,048	52%	301,635	52%	316,036	52%	334,999	52%
Property rates - penalties & collection charges	73	0%	77	0%	82	0%	87	0%
Service charges - electricity revenue	76,815	15%	86,334	15%	95,586	16%	101,321	16%
Service charges - refuse revenue	42,722	8%	46,139	8%	48,097	8%	50,983	8%
Rental of facilities and equipment	1,567	0%	2,925	1%	3,101	1%	3,287	1%
Interest earned - external investments	10,244	2%	10,909	2%	11,564	2%	12,258	2%
Interest earned - outstanding debtors	5,680	1%	6,049	1%	6,412	1%	6,797	1%
Fines	2,034	0%	3,360	1%	3,561	1%	3,775	1%
Licences and permits	5,768	1%	5,680	1%	6,020	1%	6,382	1%
Agency services	3,267	1%	3,300	1%	3,498	1%	3,708	1%
Transfers recognised - operational	87,107	17%	95,398	16%	101,121	16%	107,189	16%
Other revenue	14,018	3%	16,889	3%	17,902	3%	18,976	3%
Total Revenue (excluding capital transfers and contributions)	522,342	100%	578,696	100%	612,982	100%	649,761	100%

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit. Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the municipality . Rates , service charge revenues and grants operational comprise more than two thirds of the total revenue mix. In the 2012/13 financial year, revenue from rates, services charges and grants operational totalled R528 million or 91 per cent. This growth can be mainly attributed to the increased share that the sale of electricity contributes to the total revenue mix, which in turn is due to rapid increases in the Eskom tariffs for bulk electricity. The above table excludes revenue foregone arising from discounts and rebates associated with the tariff policies of the Municipality. Details in this regard are contained in Table 64 MBRR SA1.

Propertyrates is the first largest revenue source totalling 52 per cent or R301 million rand and increases to R334 million by 2014/15. The second and third largest sources is revenue from electricity and grants operational totalling 15 per cent or R86 million and 16 per cent or R95 million respectively . Other revenue' which consists of various items such as income received from permits and licenses, building plan fees, connection fees, transport fees and advertisement fees. Departments have been urged to review the tariffs of these items on an annual basis to ensure they are cost reflective and market related. Operating grants and transfers totals R95 million in the 2012/13 financial year and steadily increases to R107 million by 2013/14. The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

Table 4 Operating Transfers and Grant Receipts

Description	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year 2013/14	Budget Year 2014/15
RECEIPTS:									
Operating Transfers and Grants									
National Government:	43,716	54,813	72,245	79,084	79,084	79,084	87,682	94,224	101,260
Local Government Equitable Share	42,816	53,663	70,295	76,844	76,844	76,844	85,382	91,574	98,560
Finance Management	500	750	1,200	1,450	1,450	1,450	1,500	1,750	1,750
Municipal Systems Improvement	400	400	750	790	790	790	800	900	950
Provincial Government:	594	334	595	3,426	4,398	4,398	7,716	6,897	5,929
Provincial Museums	126	138	145	154	125	125	134	134	142
Provincial Libraries	79	96	186	3,273	3,273	3,273	3,578	2,759	1,543
Local Government Grant	389	100	264	–	1,000	1,000	4,004	4,004	4,244
Other grant providers:	925	2,705	1,843	–	264	264	–	–	–
Other Grants	925	2,705	1,843	–	264	264	–	–	–
Total Operating Transfers and Grants	45,235	57,852	74,682	82,510	83,745	83,745	95,398	101,121	107,189

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the municipality. National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges as low as possible. Municipalities must justify in their budget documentation all increases in excess of the 6 per cent upper boundary of the South African Reserve Bank's inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment.

The percentage increases of Eskom bulk tariffs are far beyond the mentioned inflation target. Given that these tariff increases are determined by external agencies, the impact they have on the municipality's electricity and in these tariffs are largely outside the control of the municipality. Discounting the impact of these price increases in lower consumer tariffs will erode the municipality's future financial position and viability. It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to municipalities. The basket of goods and services utilised for the calculation of the CPI consist of items such as food, petrol and medical services, whereas the cost drivers of a municipality are informed by items such as the cost of remuneration, bulk purchases of electricity, petrol, diesel, chemicals, cement etc. The current challenge facing the municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions. Within this framework the municipality has undertaken the tariff setting process relating to service charges as follows.

1.1.1 Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process. National Treasury's MFMA Circular No. 58 and 59 deals, inter alia with the implementation of the Municipal Property Rates Act, with the regulations issued by the Department of Co-operative Governance. These regulations came into effect on 1 July 2009 and prescribe the rate ratio for the non-residential categories, public service infrastructure and agricultural properties relative to residential properties to be 0,25:1. The implementation of these regulations was done in the previous budget process and the Property Rates Policy of the Municipality has been amended accordingly.

The following stipulations in the Property Rates Policy are highlighted:

- The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA). In addition to this rebate, a further R85 000 reduction on the market value of a property will be granted in terms of the municipality's own Property Rates Policy;
- 100 per cent rebate will be granted to registered indigents and child headed household in terms of the Indigent Policy;
- For pensioners, physically and mentally disabled persons whose household income equal 2 state pensions, 4 state pensions and 6 state pensions will receive a rebate of 60%,40and 20 % respectively.
- Indigent are exempt from paying rates if the value of the property is less than R290 000

The categories of rate-able properties for purposes of levying rates and the proposed rates for the 2012/13 financial year has not increased as a results of the implementation of new valuation roll in 1 July 2012 is contained below:

Table 5 Comparison of proposed rates to levied for the 2012/13 financial year

Category	Current Tariff (1 July 2011)	Proposed tariff (from 1 July 2012)
	c	C
Residential properties	0,007644	0,007644
Commercial	0,015286	0,015286
Industrial	0,015286	0,015286
Agriculture-Bona Fide	0,000764	0,000764
Agriculture-Mixed Use	0,001911	0,001911
Institutional	0,003821	0,003821
Special Purpose	0,003821	0,003821
PSI Property	0,001911	0,001911
Vacant Land	0,015288	0,015288
Carports/Garage	0,007644	0,007644
Mining	0,015286	0,015286
Communal	0,003822	0,003822

1.1.2 Sale of Electricity and Impact of Tariff Increases

NERSA has announced the revised bulk electricity pricing structure. A 16 per cent increase in the Eskom bulk electricity tariff to municipalities will be effective from 1 July 2012. Considering the Eskom increases, the consumer tariff had to be increased by 11.03 per cent to offset the additional bulk purchase cost from 1 July 2012. Furthermore, it should be noted that given the magnitude of the tariff increase, it is expected to depress growth in electricity consumption, which will have a negative impact on the municipality's revenue from electricity. The following table shows the impact of the proposed increases in electricity tariffs for domestic customers:

Table 6 Comparison between current electricity charges and increases (Domestic)

Monthly Consumption (kWh) Per Unit	Current Tariffs 2011/2012	Proposed Tariffs 2012/2013	Difference (Increase)	Percentage Change
KWH Per Unit 0-50	0.72	0.80	0.08	11%
KWH Per Unit 51-350	0.82	0.91	0.09	11%
KWH Per Unit 351-600	1.03	1.14	0.11	11%
KWH Per Unit 600 and more	1.14	1.27	0.13	11%
Service charge not exceeding 100kva	261.16	289.89	28.73	11%
Maximum demand charge	44.33	49.21	4.88	11%
Charge per kW(High):Peak	1.32	1.46	0.14	11%
Standard	0.55	0.61	0.06	11%
Off peak	0.32	0.35	0.03	11%
Charge per kW(Low):Peak	0.89	0.98	0.10	11%
Standard	0.50	0.55	0.05	11%
Off peak	0.28	0.32	0.03	11%

1.1.3 Waste Removal and Impact of Tariff Increases

Currently solid waste removal is operating at a deficit. It is widely accepted that the rendering of this service should at least break even, which is currently not the case. The municipality will have to implement a solid waste strategy to ensure that this service can be rendered in a sustainable manner over the medium to long-term. The main contributors to this deficit are maintenance on vehicles, increases in general expenditure such as petrol and diesel and the cost of remuneration. Considering the deficit, it is recommended that a comprehensive investigation into the cost structure of solid waste function be undertaken, and that this include investigating alternative service delivery models.

An 8 per cent increase in the waste removal tariff is proposed from 1 July 2012 and any increase higher than 9 per cent would be counter-productive and will result in affordability challenges for individual rates payers raising the risk associated with bad debt. The following table compares current and proposed amounts payable from 1 July 2012:

Table 7 Comparison between current waste removal fees and increases

Description	Current Tariffs 2011/2012	Proposed Tariffs 2012/2013	Differene (Increase)	Percenta ge Change
Refuse removals Category 7 exempt institutions	871.79	941.53	69.74	8%
Category 1 properties to a maximum of 5 bins/liner per removal	871.79	941.53	69.74	8%
Upliftment of commercial, industrial and mining sector p.a:				
Upliftment once a week	1,710.95	1,847.83	136.88	8%
Upliftment twice a week	3,421.90	3,695.65	273.75	8%
Upliftment three times a week	5,132.85	5,543.48	410.63	8%
Upliftment seven times a week	11,976.65	12,934.78	958.13	8%
Placing of industrial skip containers	444.96	480.56	35.60	8%
Removal of industrial skip containers	362.81	391.83	29.02	8%
Rental of skip per month	27.00	29.16	2.16	8%

Operating Expenditure Framework

The municipality's expenditure framework for the 2012/13 budget and MTREF is informed by the following:

- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- Strict adherence to the principle of *no project plan no budget*. If there is no business plan no funding allocation can be made.

The following table is a high level summary of the 2012/13 budget and MTREF (classified per main type of operating expenditure):

Table 8 Summary of operating expenditure by standard classification item

Description	2008/9	2009/10	2010/11	Current Year 2011/12		2012/13 Medium Term Revenue &		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Expenditure By Type								
Employee related costs	155,557	193,211	218,859	205,174	208,486	260,874	276,526	293,118
Remuneration of councillors	13,042	13,932	14,613	17,467	17,467	18,223	19,317	20,476
Debt impairment	11,339	6,057	4,953	3,231	3,231	2,532	2,684	2,845
Depreciation & asset impairment	26,613	42,548	43,487	45,965	45,965	48,652	51,572	54,666
Finance charges	2,480	1,835	3,714	5,054	5,054	3,477	3,686	3,907
Bulk purchases	27,192	35,870	45,912	58,929	55,618	64,517	68,388	72,491
Repairs and Maintenance	29,490	24,255	25,565	27,251	25,450	31,533	33,425	35,430
Contracted services	17,652	16,439	18,369	16,074	15,054	23,547	18,853	19,984
Transfers and grants	6,345	17,598	6,967	7,960	7,360	4,040	4,282	4,539
General Expenditure	88,400	87,402	226,723	139,774	138,657	121,301	155,746	165,091
Total Expenditure	378,110	439,146	609,163	526,878	522,342	578,696	612,982	649,761

The budgeted allocation for employee related costs for the 2012/13 financial year totals R260 million, which equals 45 per cent of the total operating expenditure. The salary increases have been factored into this budget at a percentage increase of 7 per cent for the 2012/13 financial year. An annual increase of 7 per cent has been included in the two outer years of the MTREF.

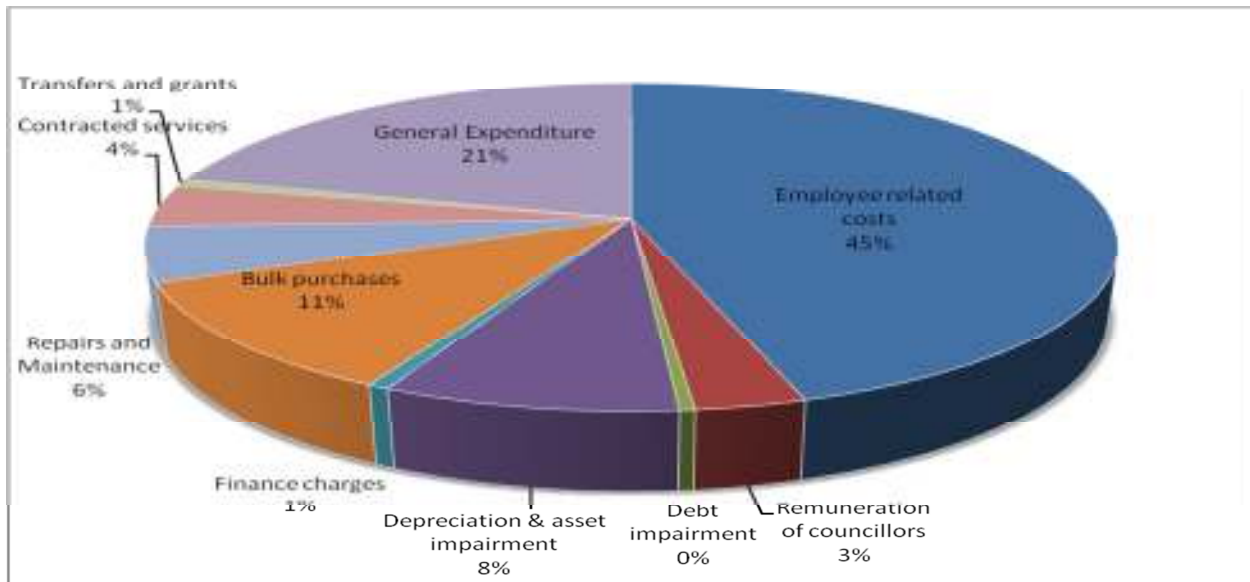
The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the municipality's budget.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total R48,6 million for the 2012/13 financial and equates to 8 per cent of the total operating expenditure. Note that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. This has resulted in a significant increase in depreciation relative to previous years. Bulk purchases are directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions.

Repairs and maintenance comprises of amongst others the purchase of fuel, diesel, materials for maintenance, potholes, cleaning materials and chemicals. In line with the municipality's repairs and maintenance plan this group of expenditure has been prioritised to ensure sustainability of the municipality's infrastructure. For 2012/13 the appropriation against this group of expenditure equals 5 per cent (R31,5 million). Contracted services have been identified as a cost saving area for the municipality. As part of the compilation of the 2012/13 MTREF this group of expenditure was critically evaluated and operational efficiencies were enforced. In the 2012/13 financial year, this group of expenditure totals R23.5million and equal to 4 per cent, of the operating budget. For the two outer years growth has been limited to 6 per cent.

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved.

The following table gives a breakdown of the main expenditure categories for the 2012/13 financial year.



1.1.4 Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the municipality's Indigent Policy and a process reviewed annually. The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

1.2 Capital expenditure

The following table provides a breakdown of budgeted capital expenditure by vote:

Table 9 2012/13 Medium-term capital budget funding

Description		2012/13 Medium Term Revenue & Expenditure Framework		
		Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
R thousand	Adjusted Budget			
Funded by:				
National Government	53,493	30,687	47,476	52,354
Provincial Government	73,772	67,636	59,388	65,196
Transfers recognised - capital	127,266	98,323	106,864	117,550
Borrowing	14,888	–	–	–
Internally generated funds	35,364	40,174	44,192	48,611
Total Capital Funding	177,517	138,497	151,056	166,161

For 2012/13 an amount of R138 million has been appropriated for the capital budget. Housing receives the highest allocation of R67 million in 2012/13 which equates to 49 per cent followed by other infrastructure related projects such as roads, crèches and others. An amount of R6.7 million has also been allocated for departmental capital. Some of the salient projects to be undertaken over the medium-term includes, amongst others:

- Housing – R67.6 million;
- Roads rehabilitation urban – R4.2 million;
- Roads rehabilitation – R4.2 million;
- Crèches – R7.2 million;
- Roads – R4.6 million;
- Streetlights – R4.8 million;
- Sports fields – R3.3 million;
- Community Halls – R3.5 million;
- Storm water urban – R1.5 million;
- Storm water rural – R1.5 million;
- Other infrastructure related – R17.4 million
- Departmental Capital – R6.7 million;
- Walkways – R1.4 million;

Annual Budget Tables

The following are the main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality's 2012/13 budget and

Description	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Financial Performance										
Property rates	200,582	211,333	220,641	233,919	234,477	234,477	234,477	301,712	319,815	339,004
Service charges	62,003	85,475	97,200	104,616	119,537	119,537	119,537	132,474	139,612	147,989
Investment revenue	15,461	11,312	9,632	12,000	10,244	10,244	10,244	10,909	11,564	12,258
Transfers recognised - operational	52,831	71,914	70,295	83,488	70,869	70,869	70,869	95,398	101,121	107,189
Other own revenue	31,715	38,678	38,028	44,183	38,539	38,539	38,539	38,203	40,870	43,322
Total Revenue (excluding capital transfers and contributions)	362,591	418,712	435,796	478,206	473,666	473,666	473,666	578,696	612,982	649,761
Employee costs	155,557	193,211	218,859	222,641	225,754	225,754	225,754	260,874	276,526	293,118
Remuneration of councillors	13,042	13,932	14,613	17,467	17,467	17,467	17,467	18,223	19,317	20,476
Depreciation & asset impairment	26,613	42,548	43,487	45,965	45,965	45,965	45,965	48,652	51,572	54,666
Finance charges	2,480	1,835	3,714	5,054	5,054	5,054	5,054	3,477	3,686	3,907
Materials and bulk purchases	56,682	60,125	71,477	91,578	83,858	83,858	83,858	96,049	101,812	107,921
Transfers and grants	6,345	17,598	6,967	4,560	4,460	4,460	4,460	4,040	4,108	4,181
Other expenditure	117,417	109,899	250,045	139,613	139,783	139,783	139,783	147,380	155,961	165,492
Total Expenditure	378,135	439,147	609,163	526,878	522,341	522,341	522,341	578,696	612,982	649,761
Surplus/(Deficit)	(15,544)	(20,435)	(173,367)	(48,672)	(48,675)	(48,675)	(48,675)	(0)	0	(0)
Transfers recognised - capital	26,014	83,790	79,796	48,672	48,676	48,676	48,676	-	-	-
Contributions recognised - capital & contributed as	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	10,470	63,355	(93,572)	0	0	0	0	(0)	0	(0)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	10,470	63,355	(93,572)	0	0	0	0	(0)	0	(0)
Capital expenditure & funds sources										
Capital expenditure	71,828	54,578	108,632	204,954	177,360	177,360	177,360	138,497	151,056	166,161
Transfers recognised - capital	30,340	19,740	88,622	151,554	124,166	124,166	124,166	98,423	100,158	109,356
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	29,545	464	18,299	17,988	17,988	17,988	-	-	12,901
Internally generated funds	41,488	5,293	19,546	35,100	35,207	35,207	35,207	40,074	41,418	43,904
Total sources of capital funds	71,828	54,578	108,632	204,953	177,360	177,360	177,360	138,497	151,056	166,161
Financial position										
Total current assets	312,454	286,806	309,527	478,256	485,752	485,753	485,753	390,072	407,806	434,189
Total non current assets	781,124	887,156	810,188	593,690	650,236	650,236	650,236	778,474	825,183	874,694
Total current liabilities	249,292	198,468	184,411	241,994	243,394	243,394	243,394	206,083	218,448	231,555
Total non current liabilities	50,261	57,010	106,018	134,518	135,018	135,018	135,018	137,273	143,769	150,655
Community wealth/Equity	794,026	918,483	829,286	695,434	757,576	757,576	757,576	825,190	870,771	926,672
Cash flows										
Net cash from (used) operating	140,609	68,955	21,328	31,187	42,527	42,527	42,527	4,482	4,751	5,036
Net cash from (used) investing	(137,203)	66,832	(48,913)	(204,953)	(177,360)	(177,360)	(72,810)	(30,787)	(32,634)	(34,592)
Net cash from (used) financing	(4,876)	(37,957)	48,803	2,200	2,200	2,200	2,200	900	900	900
Cash/cash equivalents at the year end	11,718	109,548	130,765	(161,734)	(121,926)	(121,926)	(17,376)	(7,516)	(34,499)	(63,155)
Cash backing/surplus reconciliation										
Cash and investments available	235,134	191,494	207,712	352,934	357,803	357,803	357,803	286,596	303,792	322,019
Application of cash and investments	113,198	55,483	22,239	32,229	16,098	16,098	16,098	46,621	54,847	56,271
Balance - surplus (shortfall)	121,936	136,011	185,473	320,705	341,705	341,705	341,705	239,975	248,945	265,748
Asset management										
Asset register summary (WDV)	60,782	146,585	261,387	86,221	86,221	86,221	261,387	261,387	277,071	293,695
Depreciation & asset impairment	26,613	42,548	43,487	45,965	45,965	45,965	48,652	48,652	51,572	54,666
Renewal of Existing Assets	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-
Free services										
Cost of Free Basic Services provided	5,400	4,301	4,200	9,500	9,500	9,500	11,000	11,000	12,000	13,000
Revenue cost of free services provided	-	-	-	17,651	17,651	17,651	17,651	17,651	17,651	17,651

Explanatory notes to MBRR Table A1 - Budget Summary

Table 11 MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Revenue - Standard									
<i>Governance and administration</i>	290,524	367,980	351,744	384,783	371,052	371,052	407,230	431,229	457,103
Executive and council	59,194	56,648	71,141	77,634	77,648	77,648	93,101	98,687	104,608
Budget and treasury office	227,068	306,679	278,042	304,301	290,556	290,556	310,571	328,771	348,497
Corporate services	4,262	4,653	2,561	2,848	2,848	2,848	3,558	3,771	3,997
<i>Community and public safety</i>	13,760	26,218	47,270	9,703	12,930	12,930	14,297	15,154	16,064
Community and social services	480	3,562	1,800	679	4,436	4,436	4,556	4,829	5,119
Sport and recreation	–	–	66	4,356	3,332	3,332	565	598	634
Public safety	6,124	7,625	1,256	168	662	662	4,241	4,495	4,765
Housing	6,965	11,531	40,762	–	–	–	107	113	120
Health	191	3,501	3,386	4,500	4,500	4,500	4,829	5,118	5,425
<i>Economic and environmental services</i>	15,947	19,565	16,155	17,220	17,859	17,859	16,299	17,276	18,313
Planning and development	8,976	11,521	3,474	4,651	5,290	5,290	7,017	7,438	7,884
Road transport	6,971	8,044	12,681	12,569	12,569	12,569	9,282	9,839	10,429
<i>Trading services</i>	65,013	85,473	97,200	115,159	120,500	120,500	136,327	144,507	153,177
Electricity	45,768	59,838	66,129	82,598	77,778	77,778	90,173	95,584	101,319
Waste management	19,245	25,636	31,071	32,561	42,722	42,722	46,154	48,923	51,858
<i>Other</i>	3,361	3,265	3,252	14	14	14	4,543	4,816	5,105
Total Revenue - Standard	388,605	502,502	515,621	526,879	522,341	522,341	578,696	612,982	649,761
Expenditure - Standard									
<i>Governance and administration</i>	128,205	168,027	303,517	193,636	189,280	189,280	204,734	217,018	230,040
Executive and council	75,243	86,605	152,598	98,018	94,967	94,967	101,416	107,501	113,951
Budget and treasury office	35,317	59,086	129,097	75,842	75,842	75,842	75,304	79,822	84,611
Corporate services	17,645	22,336	21,822	19,776	18,471	18,471	28,015	29,696	31,477
<i>Community and public safety</i>	62,365	61,996	83,337	45,860	59,556	59,556	120,359	127,581	135,235
Community and social services	28,782	29,612	37,329	11,256	35,763	35,763	11,988	12,707	13,470
Sport and recreation	–	–	614	–	–	–	27,769	29,435	31,201
Public safety	21,520	24,419	28,115	25,943	14,687	14,687	57,787	61,254	64,929
Housing	6,005	–	8,688	–	–	–	5,942	6,298	6,676
Health	6,058	7,965	8,591	8,661	9,106	9,106	16,874	17,886	18,960
<i>Economic and environmental services</i>	41,178	68,673	72,828	53,935	65,353	65,353	69,486	73,655	78,074
Planning and development	11,174	38,225	18,628	19,843	20,871	20,871	24,029	25,470	26,999
Road transport	30,004	30,448	54,200	34,092	44,482	44,482	45,457	48,184	51,076
<i>Trading services</i>	143,323	137,211	144,632	229,942	205,027	205,027	180,020	190,385	201,809
Electricity	62,585	54,775	55,966	70,302	66,404	66,404	76,248	80,823	86,795
Waste management	80,738	82,436	88,666	159,640	138,623	138,623	103,772	109,562	115,014
<i>Other</i>	3,065	3,240	4,880	3,507	3,125	3,125	4,097	4,343	4,603
Total Expenditure - Standard	378,135	439,147	609,193	526,880	522,341	522,341	578,696	612,982	649,761
Surplus/(Deficit) for the year	10,470	63,355	(93,573)	(1)	–	–	(0)	0	(0)

Table 12 MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	2008/9	2009/10	2010/11	Current Year 2011/12		2012/13 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
R thousand								
Revenue by Vote								
Vote 1 - COUNCIL	57,762	142,083	104,000	112,554	108,067	92,302	97,404	103,249
Vote 2 - MUNICIPAL MANAGER	1,541	650	750	790	790	800	848	899
Vote 4 - TREASURY	221,168	280,902	285,675	286,765	286,765	310,571	329,206	348,958
Vote 5 - CORPORATE SERVICES	6,965	1,168	1,390	1,400	1,400	3,558	3,771	3,997
Vote 6 - HUMAN SETTLEMENT & INFRASTRUCTURE	45,768	53,258	69,936	69,206	69,206	90,282	95,699	101,440
Vote 7 - LOCAL ECONOMIC DEVELOPMENT	–	3,109	120	125	125	4,140	4,389	4,652
Vote 8 - TOWN PLANNING	2,925	3,295	3,354	3,360	3,360	2,876	3,049	3,232
Vote 9 - PROTECTION SERVICES	16,432	14,401	16,079	16,892	16,892	18,066	19,150	20,299
Vote 10 - COMMUNITY & SOCIAL SERVICES	16,799	3,601	4,495	4,038	4,638	9,949	10,546	11,179
Vote 11 - CLEANSING & MAINTENANCE	19,245	35	29,822	31,099	31,099	46,151	48,920	51,855
Total Revenue by Vote	388,605	502,502	515,622	526,828	522,341	578,696	612,980	649,761
Expenditure by Vote to be appropriated								
Vote 1 - COUNCIL	73,239	130,359	298,379	78,546	78,546	91,452	96,504	102,294
Vote 2 - MUNICIPAL MANAGER	22,102	12,125	14,521	16,535	16,535	16,884	17,897	18,971
Vote 4 - TREASURY	35,317	59,086	66,107	67,890	67,890	75,304	79,822	84,611
Vote 5 - CORPORATE SERVICES	4,784	22,069	24,937	26,120	26,120	28,015	29,696	31,477
Vote 6 - HUMAN SETTLEMENT & INFRASTRUCTURE	62,584	77,353	88,668	93,014	93,014	121,235	128,509	136,219
Vote 7 - LOCAL ECONOMIC DEVELOPMENT	4,249	8,854	5,758	5,801	5,801	10,118	10,725	11,368
Vote 8 - TOWN PLANNING	6,925	9,471	12,058	13,901	13,901	13,911	14,746	15,631
Vote 9 - PROTECTION SERVICES	92,266	50,868	58,754	63,413	63,413	68,298	72,396	76,739
Vote 10 - COMMUNITY & SOCIAL SERVICES	32,135	35,518	36,335	53,089	53,181	56,631	60,028	63,630
Vote 11 - CLEANSING & MAINTENANCE	44,534	33,444	3,676	108,548	103,940	96,850	102,661	108,820
Total Expenditure by Vote	378,135	439,146	609,193	526,858	522,341	578,696	612,982	649,761
Surplus/(Deficit) for the year	10,470	63,355	(93,571)	(30)	(0)	(0)	(0)	(0)

Table 13 MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)

Description	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Revenue By Source									
Property rates	200,525	211,264	220,524	233,919	234,477	234,477	301,635	316,036	334,999
Property rates - penalties & collection charges	57	70	117				77	82	87
Service charges - electricity revenue	42,889	59,838	66,129	72,041	76,815	76,815	86,334	95,586	101,321
Service charges - refuse revenue	19,113	25,637	31,071	32,575	42,722	42,722	46,139	48,097	50,983
Rental of facilities and equipment	1,936	2,168	2,325	1,648	1,586	1,586	2,925	3,101	3,287
Interest earned - external investments	15,461	11,312	9,632	12,000	10,244	10,244	10,909	11,564	12,258
Interest earned - outstanding debtors	8,871	9,530	7,068	9,000	8,164	8,164	6,049	6,412	6,797
Fines	3,890	4,432	1,419	1,766	1,676	1,676	3,360	3,561	3,775
Licences and permits	4,137	5,119	5,841	9,035	8,674	8,674	5,680	6,020	6,382
Agency services	2,623	2,916	3,214	2,543	2,543	2,543	3,300	3,498	3,708
Transfers recognised - operational	52,831	71,914	70,295	83,488	70,869	70,869	95,398	101,121	107,189
Other revenue	10,257	14,503	9,433	20,191	15,897	15,897	16,889	17,902	18,976
Gains on disposal of PPE		10	8,728						
Total Revenue (excluding capital transfers and contributions)	362,591	418,712	435,796	478,206	473,666	473,666	578,696	612,982	649,761
Expenditure By Type									
Employee related costs	155,557	193,211	218,859	222,641	225,754	225,754	260,874	255,030	270,332
Remuneration of councillors	13,042	13,932	14,613	17,467	17,467	17,467	18,223	19,317	20,476
Debt impairment	11,339	6,057	4,953	3,231	3,231	3,231	2,532	2,684	2,845
Depreciation & asset impairment	26,613	42,548	43,487	45,965	45,965	45,965	48,652	51,572	54,666
Finance charges	2,480	1,835	3,714	5,054	5,054	5,054	3,477	3,686	3,907
Bulk purchases	27,192	35,870	45,912	64,327	58,408	58,408	64,517	68,388	72,491
Other materials	29,490	24,255	25,565	27,251	25,450	25,450	31,533	33,425	35,430
Contracted services	17,652	16,439	18,369	10,024	15,054	15,054	23,547	18,853	19,984
Transfers and grants	6,345	17,598	6,967	4,560	4,460	4,460	4,040	4,108	4,181
Other expenditure	88,400	86,764	226,723	126,358	121,498	121,498	121,301	155,921	165,450
Loss on disposal of PPE	26	638							
Total Expenditure	378,135	439,147	609,163	526,878	522,341	522,341	578,696	612,982	649,761
Surplus/(Deficit)	(15,544)	(20,435)	(173,367)	(48,672)	(48,675)	(48,675)	(0)	(0)	(0)
Transfers recognised - capital	26,014	83,790	79,796	48,672	48,676	48,676			
Contributions recognised - capital	-	-	-	-	-	-	-	-	-
Contributed assets									
Surplus/(Deficit) after capital transfers & contributions	10,470	63,355	(93,572)	-	-	-	-	-	-
Taxation									
Surplus/(Deficit) after taxation	10,470	63,355	(93,572)	-	-	-	-	-	-
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	10,470	63,355	(93,572)	-	-	-	-	-	-
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	10,470	63,355	(93,572)	-	-	-	-	-	-

Table 10 MBRR Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

Vote Description	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Single-year expenditure to be appropriated									
Vote 1 - COUNCIL	44,964	79,108	49,493	199,453	172,246	172,246	131,750	144,059	159,182
Vote 2 - MUNICIPAL MANAGER	134	91	135	147	129	129	124	127	134
Vote 3 - OPERATIONS	143	–	160	–	–	–	–	200	–
Vote 4 - TREASURY	1,536	84	181	310	543	543	212	200	212
Vote 5 - CORPORATE SERVICES	238	387	287	2	2	2	136	216	229
Vote 6 - HUMAN SETTLEMENT & INFRASTRUCTURE	13,228	11,561	1,501	1,251	1,158	1,158	1,299	1,316	1,378
Vote 7 - LOCAL ECONOMIC DEVELOPMENT	–	114	154	37	40	40	48	49	52
Vote 8 - TOWN PLANNING	61	58	74	308	172	172	171	174	177
Vote 9 - PROTECTION SERVICES	471	256	1,748	1,944	1,765	1,765	2,698	2,752	2,807
Vote 10 - COMMUNITY & SOCIAL SERVICES	10,786	15,700	201	799	769	769	1,287	1,313	1,339
Vote 12 - CLEANSING & MAINTENANCE	782	1,387	665	703	693	693	771	650	650
Capital single-year expenditure sub-total	72,343	108,746	54,599	204,953	177,517	177,517	138,497	151,056	166,161
Total Capital Expenditure - Vote	72,343	108,746	54,599	204,953	177,517	177,517	138,497	151,056	166,161
Capital Expenditure - Standard									
Governance and administration	39,219	62,782	26,477	199,913	172,921	172,921	132,223	144,213	158,634
Executive and council	38,757	62,277	26,211	199,601	172,375	172,375	131,875	143,833	158,216
Budget and treasury office	84	127	181	310	543	543	212	231	254
Corporate services	378	378	85	2	2	2	136	149	163
Community and public safety	22,786	27,898	2,785	3,354	3,162	3,162	3,929	4,285	4,714
Community and social services	9,434	11,262	789	920	867	867	1,212	1,322	1,454
Sport and recreation	950	13,790	15	268	268	268	685	747	821
Public safety	2,901	2,845	1,633	1,852	1,673	1,673	1,832	1,998	2,198
Housing	9,500	–	285	–	27	27	39	42	47
Health	–	–	63	314	327	327	161	176	194
Economic and environmental services	5,537	13,174	24,439	436	303	303	810	883	971
Planning and development	970	879	229	344	212	212	219	238	262
Road transport	4,567	12,295	24,210	92	92	92	591	645	709
Environmental protection	–	–	–	–	–	–	–	–	–
Trading services	4,802	4,893	883	1,251	1,131	1,131	1,096	1,195	1,315
Electricity	2,301	3,506	883	1,251	1,131	1,131	1,096	1,195	1,315
Water	–	–	–	–	–	–	–	–	–
Waste water management	–	–	–	–	–	–	–	–	–
Waste management	2,501	1,387	–	–	–	–	–	–	–
Other			15	–	–	–	440	480	528
Total Capital Expenditure - Standard	72,343	108,746	54,600	204,953	177,517	177,517	138,497	151,056	166,161
Funded by:									
National Government	25,995	49,332	23,872	41,269	53,493	53,493	30,687	47,476	52,354
Provincial Government	20,904	29,642	–	123,085	73,772	73,772	67,636	59,388	65,196
District Municipality	–	–	–	–	–	–	–	–	–
Other transfers and grants	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	46,900	78,973	23,872	164,353	127,266	127,266	98,323	106,864	117,550
Public contributions & donations									
Borrowing	–	24,811	20,438	5,500	14,888	14,888	–	–	–
Internally generated funds	25,443	4,962	10,289	35,100	35,364	35,364	40,174	44,192	48,611
Total Capital Funding	72,343	108,746	54,600	204,953	177,517	177,517	138,497	151,056	166,161

Table 15 MBRR Table A6 - Budgeted Financial Position

Description	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
ASSETS									
Current assets									
Cash	14,658	131,494	142,712	20,793	20,793	20,793	142,712	151,274	160,351
Call investment deposits	220,476	60,000	65,000	332,141	337,010	337,010	143,884	152,517	161,668
Consumer debtors	70,893	80,501	92,839	93,508	96,136	96,136	94,500	94,500	102,084
Other debtors	–	10,425	5,013	22,698	22,698	22,698	5,013	5,314	5,633
Current portion of long-term receivables	3,930	1,062	1,673	5,575	5,575	5,575	1,673	1,774	1,880
Inventory	2,496	3,324	2,289	3,541	3,541	3,541	2,289	2,427	2,572
Total current assets	312,454	286,806	309,527	478,256	485,752	485,753	390,072	407,806	434,189
Non current assets									
Long-term receivables	29,271	13,337	12,040	41,522	41,522	41,522	12,040	12,762	13,528
Investments	–	–	–	–	–	–	–	–	–
Investment property	59,718	145,750	260,856	84,711	84,711	84,711	260,856	276,507	293,098
Investment in Associate	–	–	–	–	–	–	–	–	–
Property, plant and equipment	677,681	727,187	536,714	446,954	503,500	503,500	505,000	535,300	567,418
Agricultural	–	–	–	–	–	–	–	–	–
Biological	–	–	–	–	–	–	–	–	–
Intangible	1,064	835	531	1,510	1,510	1,510	531	563	597
Other non-current assets	13,389	47	47	18,993	18,993	18,993	47	50	53
Total non current assets	781,124	887,156	810,188	593,690	650,236	650,236	778,474	825,183	874,694
TOTAL ASSETS	1,093,578	1,173,962	1,119,715	1,071,946	1,135,988	1,135,989	1,168,546	1,232,989	1,308,882
LIABILITIES									
Current liabilities									
Bank overdraft	–	–	–	–	–	–	–	–	–
Borrowing	6,413	6,990	10,652	9,600	9,800	9,800	8,398	8,901	9,436
Consumer deposits	7,418	14,470	15,373	10,523	10,523	10,523	15,373	16,295	17,273
Trade and other payables	210,568	157,639	131,393	186,559	187,759	187,759	155,320	164,639	174,517
Provisions	24,893	19,370	26,994	35,312	35,312	35,312	26,994	28,613	30,330
Total current liabilities	249,292	198,468	184,411	241,994	243,394	243,394	206,083	218,448	231,555
Non current liabilities									
Borrowing	21,615	13,951	58,841	58,841	58,841	58,841	58,841	62,371	66,114
Provisions	28,645	43,059	47,177	75,677	76,177	76,177	78,432	81,398	84,542
Total non current liabilities	50,261	57,010	106,018	134,518	135,018	135,018	137,273	143,769	150,655
TOTAL LIABILITIES	299,552	255,479	290,430	376,512	378,412	378,412	343,356	362,218	382,211
NET ASSETS	794,026	918,483	829,286	695,434	757,576	757,577	825,190	870,771	926,672
COMMUNITY WEALTH/EQUITY									
Accumulated Surplus/(Deficit)	376,211	504,642	421,113	287,260	349,402	349,402	417,016	438,107	468,048
Reserves	417,814	413,840	408,174	408,174	408,174	408,174	408,174	432,664	458,624
Minorities' interests									
TOTAL COMMUNITY WEALTH/EQUITY	794,026	918,483	829,286	695,434	757,576	757,576	825,190	870,771	926,672

Table 16 MBRR Table A9 - Asset Management

Description	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
CAPITAL EXPENDITURE									
Total New Assets	72,343	108,746	54,600	204,953	177,517	177,517	138,497	151,056	166,161
Infrastructure - Road transport	41,314	81,820	34,514	24,512	50,320	50,320	28,395	29,321	31,016
Infrastructure - Electricity	3,372	-	4,373	29,756	37,341	37,341	5,052	15,000	18,000
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Infrastructure - Other	5,681	3,118	4,502	6,850	8,650	8,650	1,808	1,943	2,055
Infrastructure	50,368	84,938	43,389	61,118	96,311	96,311	35,255	46,264	51,071
Community	14,023	17,367	6,626	17,935	10,833	10,833	24,973	26,478	28,567
Heritage assets	-	26	-	-	150	150	250	100	100
Investment properties	-	-	-	-	-	-	-	-	-
Other assets	7,758	6,302	4,562	125,900	70,218	70,218	78,019	78,115	86,373
Agricultural Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangibles	194	113	21	-	5	5	-	100	50
Total Capital Expenditure									
Infrastructure - Road transport	41,314	81,820	34,514	24,512	50,320	50,320	28,395	29,321	31,016
Infrastructure - Electricity	3,372	-	4,373	29,756	37,341	37,341	5,052	15,000	18,000
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Infrastructure - Other	5,681	3,118	4,502	6,850	8,650	8,650	1,808	1,943	2,055
Infrastructure	50,368	84,938	43,389	61,118	96,311	96,311	35,255	46,264	51,071
Community	14,023	17,367	6,626	17,935	10,833	10,833	24,973	26,478	28,567
Heritage assets	-	26	-	-	150	150	250	100	100
Investment properties	-	-	-	-	-	-	-	-	-
Other assets	7,758	6,302	4,562	125,900	70,218	70,218	78,019	78,115	86,373
Agricultural Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Intangibles	194	113	21	-	5	5	-	100	50
TOTAL CAPITAL EXPENDITURE - Asset class	72,343	108,746	54,600	204,953	177,517	177,517	138,497	151,056	166,161
Investment properties	59,718	145,750	126,155	84,711	84,711	84,711	260,856	276,507	293,098
Intangibles	-	835	726	1,510	1,510	1,510	531	563	597
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	59,718	146,585	126,881	86,221	86,221	86,221	261,387	277,071	293,695
EXPENDITURE OTHER ITEMS									
Depreciation & asset impairment	26,613	42,548	43,487	45,965	45,965	45,965	48,652	51,572	54,666
TOTAL EXPENDITURE OTHER ITEMS	26,613	42,548	43,487	45,965	45,965	45,965	48,652	51,572	54,666

Overview of the annual budget process

Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 2011) a time schedule that sets out the process to revise the IDP and prepare the budget.

The Mayor tabled in Council the required the IDP and budget time schedule on 31 August 2011. Key dates applicable to the process were:

- **August - October 2011** – Joint strategic planning session of the Management and Executive Management. Aim: to review past performance trends of the capital and operating budgets, the economic realities and to set the prioritisation criteria for the compilation of the 2012/13 MTREF;
- **November 2011**- The Mayor holds public hearing to identify the needs of the community
- **January 2011** – Multi-year budget proposals are submitted to the Mayoral Committee for endorsement;
- **31 January 2012** - Council considers the 2011/12 Mid-year Review and Adjustments Budget;
- **February 2012** – Detail departmental budget proposals (capital and operating) submitted to the Budget and Treasury Office for consolidation and assessment against the financial planning guidelines;
- **31 March 2012** - Tabling in Council of the draft 2012/13 IDP and 2012/13 MTREF for public consultation;
- **April 2012** – Public consultation;
- **7 May 2012** - Closing date for written comments;
- **9 to 25 May 2012** – finalisation of the 2012/13 IDP and 2012/13 MTREF, taking into consideration comments received from the public, comments from National Treasury, and updated information from the most recent Division of Revenue Bill and financial framework; and
- **31 May 2012** - Tabling of the 2012/13 MTREF before Council for consideration and approval.

IDP and Service Delivery and Budget Implementation Plan

This is the fourth review of the IDP as adopted by Council. It started in September 2011 after the tabling of the IDP Process Plan and the Budget Time Schedule for the 2012/13 MTREF in August.

The municipality's IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan applicable to the fourth revision cycle included the following key IDP processes and deliverables:

- Registration of community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public participation process;
- Compilation of the SDBIP, and
- The review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the 2012/13 MTREF, based on the approved 2011/12 MTREF, Mid-year Review and adjustments budget. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

With the compilation of the 2012/13 MTREF, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the mid-year and third quarter performance against the 2011/12 Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

Financial Modelling and Key Planning Drivers

As part of the compilation of the 2012/13 MTREF, extensive financial modelling was undertaken to ensure affordability and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the 2012/13 MTREF:

- Municipality growth
- Policy priorities and strategic objectives
- Asset maintenance
- Economic climate and trends (i.e. inflation, Eskom increases, household debt, migration patterns)
- Performance trends
- The approved 2011/12 adjustments budget and performance against the SDBIP
- Cash Flow Management Strategy
- Debtor payment levels
- Loan and investment possibilities
- The need for tariff increases versus the ability of the community to pay for services;
- Improved and sustainable service delivery

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 58 and 59 has been taken into consideration in the planning and prioritisation process.

Community Consultation

The draft 2012/13 MTREF as tabled before Council on 31 March 2012 for community consultation was published on the municipality's website, and hard copies were made available at customer care offices, municipal notice boards and various libraries.

All documents in the appropriate format (electronic and printed) were provided to National Treasury, and other national and provincial departments in accordance with section 23 of the MFMA, to provide an opportunity for them to make inputs.

Ward Committees were utilised to facilitate the community consultation process from 15 to 30 April 2012, and included seven public briefing sessions. Various meetings were held with all the Ratepayers in the Hibiscus Coast area. The applicable dates and venues were published in all the local newspapers and on average attendance of 200 were recorded per meeting. This is up on the previous year's process. This can be attributed to the additional initiatives that were launched during the consultation

process, including the specific targeting of ratepayer associations. Individual sessions were scheduled with organised business and imbizo's were held to further ensure transparency and interaction.

Submissions received during the community consultation process and additional information regarding revenue and expenditure and individual capital projects were addressed, and where relevant considered as part of the finalisation of the 2012/13 MTREF. Feedback and responses to the submissions received are available on request. The following are some of the issues and concerns raised as well as comments received during the consultation process:

- Several complaints were received regarding poor service delivery, especially waste removal backlogs and the state of road infrastructure;
- Capital expenditure is not allocated to the areas in the same ratio as the income derived from those areas. This is a normal practice in a collective taxation environment. The municipality is responsible for managing the equitable use of resources to ensure that constitutional imperative to progressively improve basic services in undeveloped areas is realized in a sustainable manner over a reasonable period of time;
- Poor performance of contractors relating to infrastructure development and maintenance especially in the areas of road construction and maintenance were raised;
- Remuneration packages of council officials were criticized as being very high, relative their private sector counterparts within the municipality;
- The affordability of tariff increases, especially electricity, was raised on numerous occasions. This concern was also raised by organized business as an obstacle to economic growth;
- Pensioners cannot afford the tariff increases due to low annual pension increases; and
- During the community consultation process large sections of the community made it clear that they are not in favour of any further tariff increases to fund additional budget requests. They indicated that the municipality must do more to ensure efficiencies and value for money.
- The introduction of the rebates on the gated communities
- The creation of new rating category on vacant Land
- The rate randage of the municipality's is high when compared to other municipalities of the same size and nature;

Significant changes effected in the final 2012/13 MTREF compared to the draft 2012/13 MTREF that was tabled for community consultation, include:

- The final Eskom bulk tariff increase of 11.03 per cent, applicable to municipalities from 1 July 2012, was factored into the proposed consumer tariffs, applicable from 1 July 2012.
- An amount of R1 million was allocated for Women Golf tournament as a result of an engagement with the relevant stakeholders and it resulted in an increase in the operating budget by R 1 million;
- An amount of R300 000 was allocated to Ugu Jazz and that resulted in the increase of operating budget by R300 000;
- The rebates has increased by R2 million as a results of the implementation of new valuation roll starting from 01 July 2012;

The rates income has increased from R260 million to R 301 million as a result of the implementation of new valuation roll from 01 July 2012..;

The verge cutting contracts have been increased to R8,5 million from R6 million due to service delivery initiatives;

- A further R85 000 reduction on the market value of a property will be granted in terms of the municipality's own Property Rates Policy;
- Women empowerment has been increased to R400 000
- New critical vacant post has been included thus resulting in an increase in employee costs
- The 2012 Division of Revenue Act (DORA) grant allocations were finalized and aligned to the gazetted allocations;

Overview of alignment of annual budget with IDP

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realized through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development. Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to the municipality, issues of national and provincial importance should be reflected in the IDP of the municipality. A clear understanding of such intent is therefore imperative to ensure that the municipality strategically complies with the key national and provincial priorities.

The aim of this revision cycle was to develop and coordinate a coherent plan to improve the quality of life for all the people living in the area, also reflecting issues of national and provincial importance. One of the key objectives is therefore to ensure that there exists alignment between national and provincial priorities, policies and strategies and the municipality's response to these requirements.

The national and provincial priorities, policies and strategies of importance include amongst others:

- Green Paper on National Strategic Planning of 2009;
- Government Programme of Action;
- Development Facilitation Act of 1995;
- Provincial Growth and Development Strategy (GGDS);
- National and Provincial spatial development perspectives;
- Relevant sector plans such as transportation, legislation and policy;
- National Key Performance Indicators (NKGPIs);

- Accelerated and Shared Growth Initiative (ASGISA);
- National 2014 Vision;
- National Spatial Development Perspective (NSDP) and
- The National Priority Outcomes.

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. Local priorities were identified as part of the IDP review process which is directly aligned to that of the national and provincial priorities. The key performance areas can be summarised as follows against the five strategic objectives:

1. Provision of quality basic services and infrastructure which includes, amongst others:
2. Economic growth and development that leads to sustainable job creation by:
 - 3.1 Fight poverty and build clean, healthy, safe and sustainable communities:
 - 3.2 Integrated Social Services for empowered and sustainable communities
4. Foster participatory democracy and Bathos Pele principles through a caring, accessible and accountable service by:
 - 5.1 Promote sound governance through:
 - 5.2 Ensure financial sustainability through:
 - 5.3 Optimal institutional transformation to ensure capacity to achieve set objectives

In line with the MSA, the IDP constitutes a single, inclusive strategic plan for the municipality. The five-year programme responds to the development challenges and opportunities faced by the municipality by identifying the key performance areas to achieve the five the strategic objectives mentioned above.

In addition to the five-year IDP, the municipality undertakes an extensive planning and developmental strategy which primarily focuses on a longer-term horizon; 15 to 20 years. This process is aimed at influencing the development path by proposing a substantial programme of public-led investment to restructure current patterns of settlement, activity and access to resources in the municipality so as to promote greater equity and enhanced opportunity. The strategy specifically targets future developmental opportunities in traditional dormitory settlements. It provides direction to the municipality's IDP, associated sectorial plans and strategies, and the allocation of resources of the municipality and other service delivery partners.

This development strategy introduces important policy shifts which have further been translated into seven strategic focus areas/objectives as outlined below:

- Developing dormant areas;
- Enforcing hard development lines – so as to direct private investment;
- Maintaining existing urban areas;
- Strengthening key economic clusters;

- Building social cohesion;
- Strong developmental initiatives in relation to the municipal institution as a whole;
- Sound financial fundamentals.

Lessons learned with previous IDP revision and planning cycles as well as changing environments were taken into consideration in the compilation of the fourth revised IDP, including:

- Strengthening the analysis and strategic planning processes of the municipality;
- Initiating zonal planning processes that involve the communities in the analysis and planning processes. More emphasis was placed on area based interventions, within the overall holistic framework;
- Ensuring better coordination through a programmatic approach and attempting to focus the budgeting process through planning interventions; and
- Strengthening performance management and monitoring systems in ensuring the objectives and deliverables are achieved.

The 2012/13 MTREF has therefore been directly informed by the IDP revision process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

Table 17 MBRR Table SA4 - Reconciliation between the IDP strategic objectives and budgeted revenue

Strategic Objective	Goal	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Good Governance	Review contracted services, effective use of resources	30,231	66,501	72,631	78,442	78,442	78,442	85,382	95,653	99,423
	Repairs and maintenance plan	1,901	2,101	2,901	3,100	3,100	3,100	3,558	3,601	3,880
	Sustainability of the resources	500	650	700	750	750	750	800	900	1,000
Infrastructure and service provision	Housing, Electricity, Housing and waste removal	46,745	59,801	78,546	95,000	95,000	95,000	90,282	94,000	95,000
Social and Economic Development	Implementation of plan for the area, urban renewal and investment promotion	2,901	3,101	3,301	3,401	2,901	2,901	4,140	4,200	4,300
	planning	1,901	2,550	2,909	2,301	2,101	2,101	2,876	2,950	3,000
Sound Financial Management	Financial planning and control	253,900	295,540	303,987	307,501	299,098	299,098	310,571	320,000	325,000
Community Services	Solid waste removal	18,022	58,428	39,145	28,783	33,349	33,349	53,074	56,210	80,351
	Public policing and traffic	2,591	9,501	7,601	3,100	3,100	3,100	18,066	19,501	20,601
	Health provision	3,901	4,330	3,901	4,500	4,500	4,500	9,947	15,967	17,206
Total Revenue (excluding capital transfers and contributions)		388,605	502,502	515,621	526,878	522,341	522,341	578,696	612,982	649,761

Table 18 MBRR Table SA5 - Reconciliation between the IDP strategic objectives and budgeted operating expenditure

Strategic Objective	Goal	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
R thousand										
Good Governance	Optimum use of resources	35,010	45,001	56,500	64,901	80,001	80,001	90,023	93,799	96,748
	Effective use of resources	8,501	8,501	10,647	15,637	14,001	14,001	16,884	17,901	18,000
Infrastructure and service provision	Electricity , Housing,Roads	75,010	85,001	95,005	105,601	10,754	10,754	121,003	123,901	125,009
Social and economic development	Local economic development	7,501	8,501	9,501	12,094	14,501	14,501	10,118	12,099	13,501
	Planning,urban renewal	8,501	9,501	10,501	14,501	15,006	15,006	13,911	14,900	15,901
Community services	Solid waste removal	80,455	85,001	75,005	85,901	89,401	89,401	98,514	100,000	105,000
	Public safety , Traffic	35,010	40,001	45,010	55,001	59,545	59,545	62,298	63,000	63,500
	Health matters	4,501	5,501	6,501	8,501	12,500	12,500	11,988	12,500	13,501
Sound Financial sustainability	Financial planning	123,648	152,141	300,493	164,742	226,632	226,632	153,957	174,882	198,601
Total Expenditure		378,136	439,147	609,163	526,878	522,341	522,341	578,696	612,982	649,761

Table 19 MBRR Table SA7 - Reconciliation between the IDP strategic objectives and budgeted capital expenditure

Strategic Objective	Goal	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Good Governance	Effective governance	1,501	1,300	1,700	2,500	29,700	29,700	12,800	12,166	13,155
Basic Service Delivery and Infrastructure Development	Electricity , Schools,Housing,Verge Cutting and community Halls	16,828	11,500	44,501	173,180	80,657	80,657	67,636	71,694	75,996
	Roads and Stormwater	15,694	16,701	14,501	17,600	27,501	27,501	23,501	24,010	25,001
	Community Facilities	3,401	3,601	12,533	3,501	23,501	23,501	19,501	20,671	21,911
	Streetlighting	1,501	5,802	1,100	1,673	9,501	9,501	1,563	1,656	1,756
Sound Financial Viability	Financial Planning and control	32,904	15,674	34,298	6,500	6,500	6,500	13,497	14,307	15,165
Total Capital Expenditure		71,828	54,578	108,632	204,953	177,360	177,360	138,497	144,504	152,983

The following table sets out the municipalities main performance objectives and benchmarks for the 2012/13 MTREF.

Table 20 MBRR Table SA8 - Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<u>Borrowing Management</u>										
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	2.0%	2.0%	1.8%	2.4%	2.4%	2.4%	1.7%	1.7%	1.6%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	2.5%	2.6%	3.0%	3.2%	3.1%	3.1%	2.1%	2.0%	1.9%
Borrowed funding of 'ow n' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	-62.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<u>Safety of Capital</u>										
Gearing	Long Term Borrowing/ Funds & Reserves	5.2%	3.4%	14.4%	14.4%	14.4%	14.4%	14.4%	14.4%	14.4%
<u>Liquidity</u>										
Current Ratio	Current assets/current liabilities	1.3	1.4	1.7	2.0	2.0	2.0	1.9	1.9	1.9
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	1.3	1.4	1.6	1.9	1.9	1.9	1.7	1.7	1.7
Liquidity Ratio	Monetary Assets/Current Liabilities	0.9	1.0	1.1	1.5	1.5	1.5	1.4	1.4	1.4
<u>Revenue Management</u>										
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		99.6%	95.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)			97.2%	98.0%	99.3%	97.8%	107.1%	95.0%	95.0%	97.5%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	28.7%	25.2%	25.6%	34.1%	35.0%	35.0%	19.6%	18.7%	18.9%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	45.0%	35.0%	25.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%
<u>Creditors Management</u>										
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Creditors to Cash and Investments		506.3%	83.1%	64.9%	-106.4%	-137.8%	-137.8%	-94.6%	-48.7%	-33.5%
<u>Other Indicators</u>										
Electricity Distribution Losses (2)	% Volume (units purchased and generated less units sold)/units purchased and generated	4.8%	4.8%	4.8%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Employee costs	Employee costs/(Total Revenue - capital revenue)	42.9%	46.1%	50.2%	46.6%	47.7%	47.7%	41.5%	41.6%	41.6%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	46.5%	51.1%	53.6%	46.6%	47.7%	47.7%	44.7%	43.3%	41.9%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	8.0%	10.6%	10.8%	10.7%	10.8%	10.8%	9.0%	9.0%	9.0%
<u>IDP regulation financial viability indicators</u>										
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	11.1	14.4	12.6	13.6	13.6	13.6	19.8	20.0	21.2
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	28.3%	30.8%	31.1%	35.8%	35.0%	35.0%	23.1%	21.9%	22.3%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	0.5	4.1	3.9	(5.3)	(4.1)	(4.1)	(4.5)	(8.8)	(12.8)

Overview of budget related-policies

The Municipality's budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies.

Review of credit control and debt collection procedures/policies

The Collection Policy as approved by Council in May 2011 is currently under review. While the adopted policy is credible, sustainable, manageable and informed by affordability and value for money there has been a need to review certain components to achieve a higher collection rate. Some of the possible revisions will include the lowering of the credit periods for the down payment of debt. In addition emphasis will be placed on speeding up the indigent registration process to ensure that credit control and debt collection efforts are not fruitlessly wasted on these debtors.

As most of the indigents within the municipal area are unable to pay for municipal services because they are unemployed, the Integrated Indigent Exit Programme aims to link the registered indigent households to development, skills and job opportunities needs to be introduced. The programme also seeks to ensure that all departments as well as external role players are actively involved in the reduction of the number of registered indigent households.

The 2012/13MTREF has been prepared on the basis of achieving an average debtors' collection rate of 100 per cent on current billings. In addition the collection of debt in excess of 90 days has been prioritised as a pertinent strategy in increasing the municipality's cash levels. In addition, the potential of a payment incentive scheme is being investigated and if found to be viable will be incorporated into the policy.

Budget Policy

The adjustments budget process is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the financial management practices of municipalities. To ensure that the municipality continues to deliver on its core mandate and achieves its developmental goals, the mid-year review and adjustment budget process will be utilised to ensure that underperforming functions are identified and funds redirected to performing functions.

Supply Chain Management Policy

The Supply Chain Management Policy was adopted by Council in May 2011. An amended policy will be considered by Council in due course of which the amendments will be extensively consulted on.

Budget and Virement Policy

The budget and virement policy aims to empower senior managers with an efficient financial and budgetary amendment and control system to ensure optimum service delivery within the legislative framework of the MFMA and the municipality's system of delegations. The Budget and Virement Policy was approved by Council in May 2011 and was amended on 31 March 2012 in respect of both Operating and Capital Budget Fund Transfers.

Cash Management and Investment Policy

The Municipality's Cash Management and Investment Policy was amended by Council in March 2012. The aim of the policy is to ensure that the municipality's surplus cash and investments are adequately managed, especially the funds set aside for the cash backing of certain reserves. The policy details the minimum cash and cash equivalents required at any point in time and introduces time frames to achieve certain benchmarks.

Tariff Policies

The Municipality's tariff policies provide a broad framework within which the Council can determine fair, transparent and affordable charges that also promote sustainable service delivery. The policies have been approved on various dates and a consolidated tariff policy is envisaged to be compiled for ease of administration and implementation of the next two years. All the above policies are available on the municipality's website, as well as the following budget related policies:

- Property Rates Policy;
- Funding and Reserves Policy;
- Budget Policy; and
- Basic Social Services Package (Indigent Policy).

Overview of budget assumptions

External factors

Owing to the economic slowdown, financial resources are limited due to reduced payment levels by consumers. This has resulted in declining cash inflows, which has necessitated restrained expenditure to ensure that cash outflows remain within the affordability parameters of the municipality's finances.

General inflation outlook and its impact on the municipal activities

There are five key factors that have been taken into consideration in the compilation of the 2012/13 MTREF:

- National Government macro-economic targets;
- The general inflationary outlook and the impact on municipality's residents and businesses;
- The impact of municipal cost drivers;
- The increase in prices for bulk electricity and water; and
- The increase in the cost of remuneration. Employee related costs comprise 45 per cent of total operating expenditure in the 2012/13 MTREF and therefore this increase above inflation places a disproportionate upward pressure on the expenditure budget. The wage agreement SALGBC concluded with the municipal workers unions on 31 July 2009 as well as the categorisation and job evaluation wage curves collective agreement signed on 21 April 2010 must be noted.

Collection rate for revenue services

The base assumption is that tariff and rating increases will increase at a rate slightly higher than CPI over the long term. It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the forecasted term.

The rate of revenue collection is currently expressed as a percentage (95 per cent) of annual billings. Cash flow is assumed to be 95 per cent of billings, plus an increased collection of arrear debt from the revised collection and credit control policy. The performance of arrear collections will however only be considered a source of additional cash in-flow once the performance has been carefully monitored.

Growth or decline in tax base of the municipality

Debtors revenue is assumed to increase at a rate that is influenced by the consumer debtors collection rate, tariff/rate pricing, real growth rate of the municipality, household formation growth rate and the poor household change rate. Household formation is the key factor in measuring municipal revenue and expenditure growth, as servicing 'households' is a greater municipal service factor than servicing individuals. Household formation rates are assumed to convert to household dwellings. In addition the change in the number of poor households influences the net revenue benefit derived from household formation growth, as it assumes that the same costs incurred for servicing the household exist, but that no consumer revenue is derived as the 'poor household' limits consumption to the level of free basic services.

Impact of national, provincial and local policies

Integration of service delivery between national, provincial and local government is critical to ensure focussed service delivery and in this regard various measures were implemented to align IDPs, provincial and national strategies around priority spatial interventions. In this regard, the following national priorities form the basis of all integration initiatives:

- Creating jobs;
- Enhancing education and skill development;
- Improving Health services;
- Rural development and agriculture; and
- Fighting crime and corruption.

To achieve these priorities integration mechanisms are in place to ensure integrated planning and execution of various development programs. The focus will be to strengthen the link between policy priorities and expenditure thereby ensuring the achievement of the national, provincial and local objectives.

Ability of the municipality to spend and deliver on the programmes

It is estimated that a spending rate of at least 97 per cent is achieved on operating expenditure and 98 per cent on the capital programme for the 2011/12 MTREF of which performance has been factored into the cash flow budget.

Overview of budget funding

Medium-term outlook: operating revenue

The following table is a breakdown of the operating revenue over the medium-term:

Table 21 Breakdown of the operating revenue over the medium-term

Description	2012/13 Medium Term Revenue & Expenditure Framework					
	Budget Year 2012/13	%	Budget Year +1 2013/14	%	Budget Year +2 2014/15	%
Property rates	301,635	52%	316,036	52%	334,998	52%
Service charges	132,474	23%	140,422	23%	148,847	23%
Investment revenue	10,909	2%	11,564	2%	12,257	2%
Transfers recognised- operational	95,398	16%	101,121	16%	107,189	16%
Other own revenue	38,281	7%	43,839	7%	46,469	7%
Total Operating Revenue	578,696	100%	612,982	100%	649,761	100%
Total Operating Expenditure	578,696		612,982		649,761	
Surplus/(Deficit)	-		-		-	

The following graph is a breakdown of the operational revenue per main category for the 2012/13 financial year.

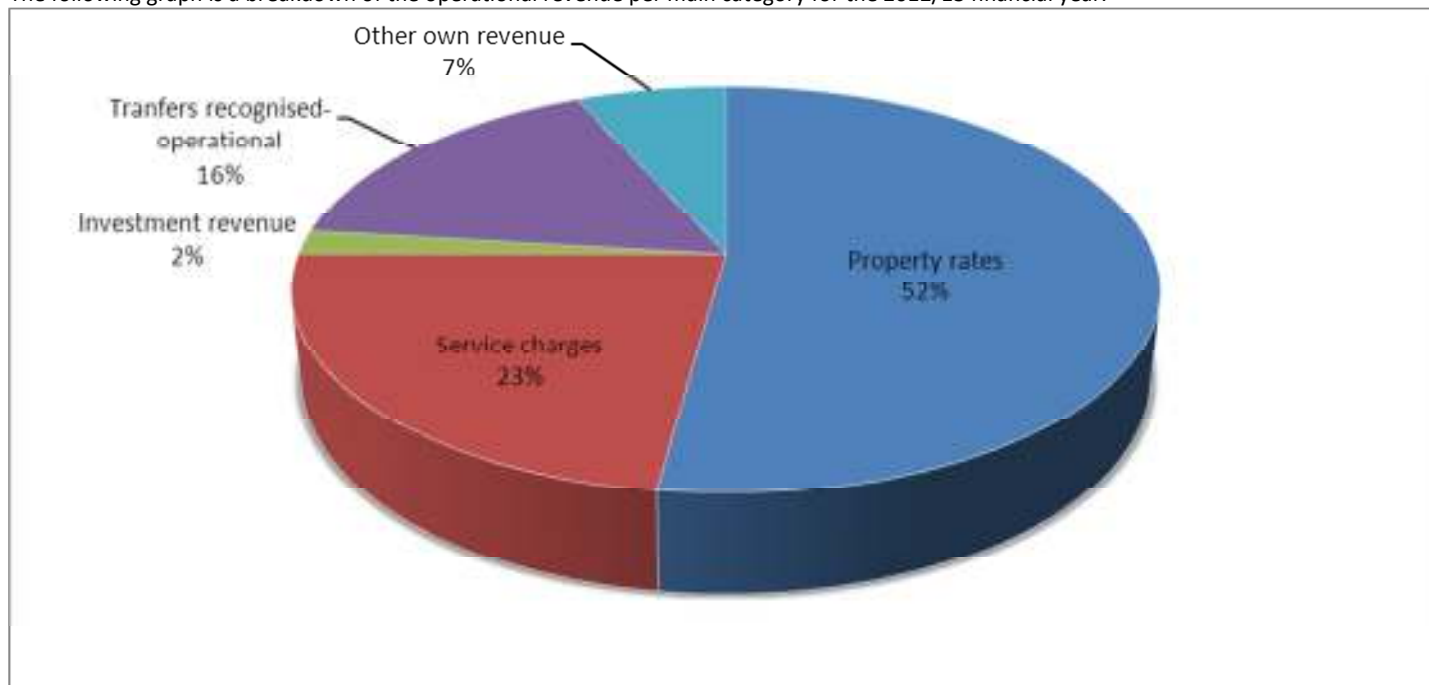


Figure 1 Breakdown of operating revenue over the 2012/13 MTREF

Tariff setting plays a major role in ensuring desired levels of revenue. Getting tariffs right assists in the compilation of a credible and funded budget. The municipality derives most of its operational revenue from the provision of goods and services such as electricity and solid waste removal. Property rates, operating and capital grants from organs of state and other minor charges (such as building plan fees, licenses and permits etc.).

The revenue strategy is a function of key components such as:

- Growth in the municipality and economic development;
- Revenue management and enhancement;
- Achievement of a 95 per cent annual collection rate for consumer revenue;
- National Treasury guidelines;
- Electricity tariff increases within the National Electricity Regulator of South Africa (NERSA) approval;

- Achievement of full cost recovery of specific user charges;
- Determining tariff escalation rate by establishing/calculating revenue requirements;
- The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA), and
- And the ability to extend new services and obtain cost recovery levels.

The above principles guide the annual increase in the tariffs charged to the consumers and the ratepayers aligned to the economic forecasts.

backing of reserves and funds.

1.2.1 Medium-term outlook: capital revenue

The following table is a breakdown of the funding composition of the 2012/13 medium-term capital programme:

Table 11 Sources of capital revenue over the MTREF

Vote Description	2012/13 Medium Term Revenue & Expenditure Framework					
	Budget Year 2012/13	%	Budget Year +1 2013/14	%	Budget Year +2 2014/15	%
Funded by:						
National Government	30,687	22%	35,001	23%	37,889	22%
Provincial Government	67,636	49%	71,863	47%	79,661	48%
Other transfers and grants	–		-			
Internally generated funds	40,174	29%	44,192	29%	48,611	29%
External borrowing	–		-			
Total Capital Funding	138,497	100%	151,056	100%	166,161	100%

The above table is graphically represented as follows for the 2012/13 financial year.

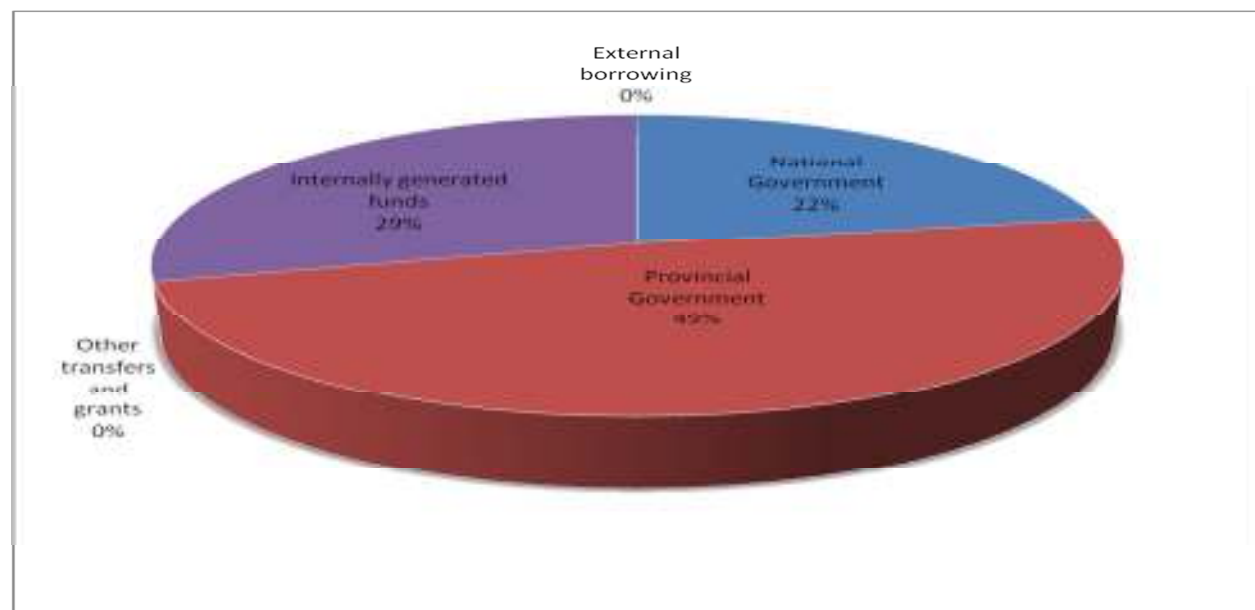


Figure 2 Sources of capital revenue for the 2012/13 financial year

Capital grants and receipts equates to 71 per cent of the total funding source which represents R98 million for the 2012/13 financial year and steadily increase to R117 million or 70 per cent by 2014/15. Growth relating to grant receipts is 8.3, 7.1 and 7.7 per cent over the medium-term.

Table 23 MBRR Table SA 18 - Capital transfers and grant receipts

Description	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
RECEIPTS:									
Capital Transfers and Grants									
National Government:	122,176	13,184	37,557	25,379	25,379	25,379	30,787	32,476	34,354
Municipal Infrastructure Grant (MIG)	72,130	13,184	19,557	25,379	25,379	25,379	30,787	32,476	34,354
Dept of Energy	–	–	18,000	–	–	–	–	15,000	18,000
MIG Other (Disaster Management)	50,046								
Provincial Government:	4,666	12,165	18,319	138,974	73,772	73,772	67,636	71,694	75,995
Housing	4,666	12,165	18,319	115,635	58,477	58,477	67,636	71,694	75,995
Other Provincial	–	–	–	23,340	15,295	15,295			
TOTAL RECEIPTS OF TRANSFERS & GRANTS	126,842	25,349	55,876	164,353	99,151	99,151	98,423	104,170	110,349

Expenditure on grants and reconciliations of unspent funds

Table 24 MBRR SA19 - Expenditure on transfers and grant programmes

Description	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
EXPENDITURE:									
Operating expenditure of Transfers and Grants									
National Government:	46,241	57,428	72,618	79,084	79,084	79,084	87,682	94,224	101,260
Local Government Equitable Share	45,422	56,245	70,295	76,844	76,844	76,844	85,382	91,574	98,560
Finance Management	420	827	1,529	1,450	1,450	1,450	1,500	1,750	1,750
Municipal Systems Improvement	400	356	794	790	790	790	800	900	950
Provincial Government:	6,533	11,618	40,762	120,135	120,135	120,135	72,428	77,136	82,150
Health subsidy	–	87	–	4,500	4,500	4,500	4,793	5,104	5,436
Housing	6,533	11,531	40,762	115,635	115,635	115,635	67,636	72,032	76,714
Other grant providers:	540	3,279	1,447	–	–	–	–	–	–
Other Grants	540	3,279	1,447	–	–	–	–	–	–
Total operating expenditure of Transfers and Grants:	53,315	72,325	114,827	199,219	199,219	199,219	160,110	171,360	183,410
Capital expenditure of Transfers and Grants									
National Government:	26,014	83,790	34,427	25,379	25,379	25,379	30,787	32,476	34,354
Municipal Infrastructure Grant (MIG)	11,029	23,909	31,369	25,379	25,379	25,379	30,787	32,476	34,354
Disaster Grants	14,985	59,880	3,058	–	–	–	–	–	–
Total capital expenditure of Transfers and Grants	26,014	83,790	34,427	25,379	25,379	25,379	30,787	32,476	34,354
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS	79,328	156,115	149,254	224,598	224,598	224,598	190,897	203,836	217,764

Table 25 MBRR SA 20 - Reconciliation between of transfers, grant receipts and unspent funds

Description	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Operating transfers and grants:									
National Government:									
Balance unspent at beginning of the year	1,003	1,084	433	20	20	500		–	–
Current year receipts	900	1,150	1,950	2,190	2,190	76,245	2,300	2,650	2,700
Conditions met - transferred to revenue	819	1,801	2,363	2,210	2,210	76,745	2,300	2,650	2,700
Conditions still to be met - transferred to liabilities	1,084	433	20						
Provincial Government:									
Balance unspent at beginning of the year	1,092	956	3,744	1,447	1,330	1,330	1,401	1,485	1,574
Current year receipts	580	5,178	1,746	9,500	9,500	9,500	67,636	71,694	75,995
Conditions met - transferred to revenue	716	2,389	4,043	10,947	10,830	10,830	69,037	73,179	77,569
Conditions still to be met - transferred to liabilities	956	3,744	1,447						
Total operating transfers and grants revenue	1,536	4,190	6,406	13,157	13,040	87,575	71,337	75,829	80,269
Total operating transfers and grants - CTBM	2,039	4,178	1,468	–	–	–	–	–	–
Capital transfers and grants:									
National Government:									
Balance unspent at beginning of the year	5,868	66,969	56,243	6,392	6,392	6,392	5,100	5,406	5,730
Current year receipts	72,130	13,184	19,557	21,857	21,857	21,857	30,787	32,634	34,592
Conditions met - transferred to revenue	11,029	23,909	69,408	28,249	28,249	28,249	35,887	38,040	40,323
Conditions still to be met - transferred to liabilities	66,969	56,243	6,392						
Total capital transfers and grants revenue	11,029	23,909	69,408	28,249	28,249	28,249	35,887	38,040	40,323
Total capital transfers and grants - CTBM	66,969	56,243	6,392	–	–	–	–	–	–
TOTAL TRANSFERS AND GRANTS REVENUE	12,564	28,099	75,814	41,406	41,289	115,824	107,224	113,869	120,592
TOTAL TRANSFERS AND GRANTS - CTBM	69,008	60,421	7,860	–	–	–	–	–	–

Table 12 MBRR SA25 – Budgeted monthly revenue and expenditure

Description		Budget Year 2012/13												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Revenue By Source																
Property rates		42,140	40,646	27,122	27,500	27,143	28,120	27,115	27,278	27,535	27,037	–	0	301,635	319,733	338,917
Property rates - penalties & collection charges		8	6	6	6	6	6	6	6	6	6	6	5	77	82	87
Service charges - electricity revenue		6,755	8,458	7,260	7,195	7,792	7,051	6,879	7,780	7,790	7,770	8,164	3,442	86,334	91,514	97,005
Service charges - water revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue		4,277	3,565	3,932	2,501	4,267	4,215	5,331	4,087	4,715	4,370	3,845	1,035	46,139	48,097	50,983
Service charges - other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment		243	244	244	244	244	244	244	244	244	244	244	245	2,925	3,101	3,287
Interest earned - external investments		909	909	909	909	909	909	909	909	909	909	909	909	10,909	11,564	12,258
Interest earned - outstanding debtors		504	504	504	504	504	504	504	504	504	504	504	504	6,049	6,412	6,797
Dividends received		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines		280	280	280	280	280	280	280	280	280	280	280	280	3,360	3,561	3,775
Licences and permits		473	473	473	473	473	473	473	473	473	473	473	473	5,680	6,020	6,382
Agency services		623	501	5	65	1	1	1	1	1	1	1	2,102	3,300	3,498	3,708
Transfers recognised - operational		29,961	800	3,716	4,000	28,461	1,682	1,682	1,682	28,461	–	–	(0)	95,398	101,121	107,189
Other revenue		1,201	1,682	901	500	1,682	1,682	1,682	1,682	1,682	1,682	1,682	833	16,889	18,277	19,373
Gains on disposal of PPE		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		87,375	58,068	45,351	44,178	71,762	43,485	43,424	43,244	72,600	43,275	16,108	9,827	578,696	612,982	649,761
Expenditure By Type																
Employee related costs		20,050	20,050	20,050	20,050	20,050	20,050	20,050	20,050	20,050	20,050	20,050	40,329	260,874	276,526	293,118
Remuneration of councillors		1,519	1,519	1,519	1,519	1,519	1,519	1,519	1,519	1,519	1,519	1,519	1,519	18,223	19,317	20,476
Debt impairment		–	–	–	–	–	–	–	–	–	–	–	2,532	2,532	2,684	2,845
Depreciation & asset impairment		4,054	4,054	4,054	4,054	4,054	4,054	4,054	4,054	4,054	4,054	4,054	4,055	48,652	51,572	54,666
Finance charges		3	3	3	1,450	3	3	3	3	3	843	830	333	3,477	3,686	3,907
Bulk purchases		6,200	7,950	8,000	4,500	4,400	4,500	4,500	4,567	4,900	5,000	5,000	5,000	64,517	68,388	72,491
Other materials		2,501	2,785	2,901	2,300	2,567	2,401	3,899	3,880	2,501	1,401	2,100	2,298	31,533	33,425	35,430
Contracted services		1,482	1,482	1,482	1,482	1,482	1,482	1,482	1,482	1,482	1,482	1,482	7,244	23,547	24,960	26,457
Transfers and grants		2,900	–	–	–	–	1,140	–	–	–	–	–	–	4,040	4,108	4,181
Other expenditure		5,601	4,501	15,637	11,001	13,000	15,660	9,000	10,501	8,901	4,501	14,877	8,121	121,301	128,317	136,190
Loss on disposal of PPE		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure		44,309	42,343	53,644	46,356	47,074	50,808	44,506	46,055	43,409	38,850	49,912	71,430	578,696	612,982	649,761
Surplus/(Deficit)		43,066	15,725	(8,293)	(2,178)	24,687	(7,323)	(1,082)	(2,811)	29,191	4,425	(33,804)	(61,603)	(0)	0	(0)
Transfers recognised - capital													–	–	–	–
Contributions recognised - capital													–	–	–	–
Contributed assets													–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		43,066	15,725	(8,293)	(2,178)	24,687	(7,323)	(1,082)	(2,811)	29,191	4,425	(33,804)	(61,603)	(0)	0	(0)
Taxation													–	–	–	–
Attributable to minorities													–	–	–	–
May 2012													–	–	–	–
Surplus/(Deficit)		43,066	15,725	(8,293)	(2,178)	24,687	(7,323)	(1,082)	(2,811)	29,191	4,425	(33,804)	(61,603)	(0)	0	(0)

Table 30 MBRR SA26 - Budgeted monthly revenue and expenditure (municipal vote)

Description		Budget Year 2012/13												Medium Term Revenue and Expenditure Framework			
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15	
Revenue by Vote																	
	Vote 1 - COUNCIL	28,461	-	-	-	-	-	-	-	28,461	-	-	(0)	85,382	90,505	95,935	
	Vote 2 - MUNICIPAL MANAGER	67	67	67	67	67	67	67	67	67	67	67	67	800	848	899	
	Vote 3 - OPERATIONS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Vote 4 - TREASURY	25,881	25,881	25,881	25,881	25,881	25,881	25,881	25,881	25,881	25,881	25,881	36,749	321,440	340,290	360,707	
	Vote 5 - CORPORATE SERVICES	296	296	296	296	296	296	296	296	296	296	296	296	3,558	3,771	3,997	
	Vote 6 - HUMAN SETTLEMENT & INFRASTRUCTURE	7,902	7,902	7,902	7,902	7,902	7,902	7,902	7,902	7,902	7,902	7,902	(588)	86,334	91,514	97,005	
	Vote 7 - LOCAL ECONOMIC DEVELOPMENT	345	345	345	345	345	345	345	345	345	345	345	345	4,140	4,389	4,652	
	Vote 8 - TOWN PLANNING	240	240	240	240	240	240	240	240	240	240	240	240	2,876	3,049	3,232	
	Vote 9 - PROTECTION SERVICES	1,127	1,127	1,127	1,127	1,127	1,127	1,127	1,127	1,127	1,127	1,127	5,670	18,066	19,150	20,299	
	Vote 10 - COMMUNITY & SOCIAL SERVICES	449	449	449	449	449	449	449	449	449	449	449	449	5,393	5,717	6,060	
	Vote 11 - COMMUNITY & SOCIAL SERVICES	380	380	380	380	380	380	380	380	380	380	380	380	4,556	4,829	5,119	
	Vote 12 - CLEANSING & MAINTENANCE	3,846	3,846	3,846	3,846	3,846	3,846	3,846	3,846	3,846	3,846	3,846	3,843	46,151	48,920	51,855	
	Total Revenue by Vote	68,994	40,533	40,533	40,533	68,994	40,533	40,533	40,533	68,994	40,533	40,533	47,451	578,696	612,982	649,761	
Expenditure by Vote to be appropriated																	
	Vote 1 - COUNCIL	7,044	7,044	7,044	7,044	7,044	7,044	7,044	7,044	7,044	7,044	7,044	7,044	84,532	89,604	94,980	
	Vote 2 - MUNICIPAL MANAGER	1,407	1,407	1,407	1,407	1,407	1,407	1,407	1,407	1,407	1,407	1,407	1,407	16,884	17,897	18,971	
	Vote 3 - OPERATIONS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Vote 4 - TREASURY	6,275	6,275	6,275	6,275	6,275	6,275	6,275	6,275	6,275	6,275	6,275	6,275	75,304	79,822	84,611	
	Vote 5 - CORPORATE SERVICES	2,335	2,335	2,335	2,335	2,335	2,335	2,335	2,335	2,335	2,335	2,335	2,335	28,015	29,696	31,477	
	Vote 6 - HUMAN SETTLEMENT & INFRASTRUCTURE	10,444	10,444	10,444	10,444	10,444	10,444	10,444	10,444	10,444	10,444	10,444	6,346	121,235	128,509	136,219	
	Vote 7 - LOCAL ECONOMIC DEVELOPMENT	843	843	843	843	843	843	843	843	843	843	843	7,764	17,039	17,625	10,905	
	Vote 8 - TOWN PLANNING	1,159	1,159	1,159	1,159	1,159	1,159	1,159	1,159	1,159	1,159	1,159	1,159	13,911	14,746	23,407	
	Vote 9 - PROTECTION SERVICES	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	9,449	68,298	72,396	76,739	
	Vote 10 - COMMUNITY & SOCIAL SERVICES	3,720	3,720	3,720	3,720	3,720	3,720	3,720	3,720	3,720	3,720	3,720	3,720	44,643	47,321	50,160	
	Vote 11 - COMMUNITY & SOCIAL SERVICES	999	999	999	999	999	999	999	999	999	999	999	999	11,988	12,707	13,470	
	Vote 12 - CLEANSING & MAINTENANCE	8,209	8,209	8,209	8,209	8,209	8,209	8,209	8,209	8,209	8,209	8,209	6,545	96,850	102,661	108,820	
	Total Expenditure by Vote	47,787	47,787	47,787	47,787	47,787	47,787	47,787	47,787	47,787	47,787	47,787	53,044	578,697	612,983	649,760	
	Surplus/(Deficit) before asso.c.	21,207	(7,254)	(7,254)	(7,254)	21,207	(7,254)	(7,254)	(7,254)	21,207	(7,254)	(7,254)	(5,593)	(0)	(0)	0	
	Taxation												-	-	-	-	
	Attributable to minorities												-	-	-	-	
	Share of surplus/ (deficit) of associate												-	-	-	-	
	Surplus/(Deficit)	21,207	(7,254)	(7,254)	(7,254)	21,207	(7,254)	(7,254)	(7,254)	21,207	(7,254)	(7,254)	(5,593)	(0)	(0)	0	

Table 31 MBRR SA28 - Budgeted monthly capital expenditure (municipal vote)

Description	Budget Year 2012/13												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
R thousand															
<u>Single-year expenditure to be appropriated</u>															
Vote 1 - COUNCIL	3,200	6,500	12,000	6,700	12,000	5,000	9,115	35,000	4,500	1,500	25,000	11,235	131,750	144,059	159,182
Vote 2 - MUNICIPAL MANAGER	-	-	10	-	-	-	114	-	-	-	-	-	124	127	134
Vote 3 - OPERATIONS	-	-	-	-	-	-	-	-	-	-	-	-	-	200	-
Vote 4 - TREASURY	15	25	-	-	30	-	78	64	-	-	-	-	212	200	212
Vote 5 - CORPORATE SERVICES	-	-	45	-	50	15	26	-	-	-	-	-	136	216	229
Vote 6 - HUMAN SETTLEMENT & INFRASTRUCTURE	300	-	-	450	25	-	53	-	30	-	-	442	1,299	1,316	1,378
Vote 7 - LOCAL ECONOMIC DEVELOPMENT	-	-	35	-	13	-	-	-	-	-	-	-	48	49	52
Vote 8 - TOWN PLANNING	50	-	-	-	-	50	30	20	-	1	3	17	171	174	177
Vote 9 - PROTECTION SERVICES	50	250	148	800	-	950	180	280	35	5	-	-	2,698	2,752	2,807
Vote 10 - COMMUNITY & SOCIAL SERVICES	25	-	420	-	-	19	-	295	50	-	29	449	1,287	1,313	1,339
Vote 12 - CLEANSING & MAINTENANCE	-	78	150	5	380	-	15	13	-	-	30	100	771	650	650
Capital single-year expenditure sub-total	3,640	6,853	12,808	7,955	12,498	6,034	9,611	35,672	4,615	1,506	25,062	12,243	138,497	151,056	166,161
Total Capital Expenditure	3,640	6,853	12,808	7,955	12,498	6,034	9,611	35,672	4,615	1,506	25,062	12,243	138,497	151,056	166,161

Table 32 MBRR SA29 - Budgeted monthly capital expenditure (standard classification)

Description	Budget Year 2012/13												Medium Term Revenue and Expenditure Framework		
													Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June			
R thousand															
Capital Expenditure - Standard															
Governance and administration	3,215	6,525	12,055	6,700	20,080	5,369	1,333	35,064	4,500	1,350	25,000	11,032	132,223	144,213	158,634
Executive and council	3,200	6,500	12,010	6,700	20,000	5,354	1,229	35,000	4,500	1,350	25,000	11,032	131,875	143,833	158,216
Budget and treasury office	15	25	-	-	30	-	78	64	-	-	-	-	212	231	254
Corporate services	-	-	45	-	50	15	26	-	-	-	-	-	136	149	163
Community and public safety	115	279	413	808	136	520	259	108	152	5	29	1,105	3,929	4,285	4,714
Community and social services	25	-	250	-	-	50	-	19	80	-	7	781	1,212	1,322	1,454
Sport and recreation	15	29	-	-	58	100	79	68	36	-	12	288	685	747	821
Public safety	50	250	148	800	-	350	180	-	35	5	-	14	1,832	1,998	2,198
Housing	15	-	-	8	-	10	-	-	1	-	-	5	39	42	47
Health	10	-	15	-	78	10	-	21	-	-	10	17	161	176	194
Economic and environmental services	110	5	185	-	13	300	30	20	-	1	3	143	810	883	971
Planning and development	50	-	35	-	13	50	30	20	-	1	3	17	219	238	262
Road transport	60	5	150	-	-	250	-	-	-	-	-	126	591	645	709
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services	215	-	-	150	25	-	-	510	-	150	-	46	1,096	1,195	1,315
Electricity	215	-	-	150	25	-	-	510	-	150	-	46	1,096	1,195	1,315
Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	5	292	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Standard	3,655	6,809	12,658	7,950	20,254	6,189	1,622	35,702	4,652	1,506	25,032	12,468	138,497	151,056	166,161

Description	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Capital expenditure on new assets by Asset Class/Sub-class									
Infrastructure	50,368	84,938	43,389	61,118	96,311	96,311	35,255	46,264	51,071
Infrastructure - Road transport	41,314	81,820	34,514	24,512	50,320	50,320	28,395	29,321	31,016
Roads, Pavements & Bridges	41,158	81,820	34,319	22,162	46,994	46,994	25,395	26,156	27,668
Storm water	156		196	2,350	3,326	3,326	3,000	3,165	3,348
Infrastructure - Electricity	3,372	–	4,373	29,756	37,341	37,341	5,052	15,000	18,000
Generation									
Transmission & Reticulation	55		357	25,210	31,681	31,681	850	12,300	14,760
Street Lighting	3,318		4,017	4,546	5,660	5,660	4,202	2,700	3,240
Infrastructure - Water	–	–	–	–	–	–	–	–	–
Dams & Reservoirs									
Water purification									
Reticulation									
Infrastructure - Sanitation	–	–	–	–	–	–	–	–	–
Reticulation									
Sewerage purification									
Infrastructure - Other	5,681	3,118	4,502	6,850	8,650	8,650	1,808	1,943	2,055
Waste Management	3,755	3,118					524	553	585
Transportation	1,927		2,356	5,000	6,800	6,800	500	527	558
Gas									
Other			2,146	1,850	1,850	1,850	784	862	912
Community	14,023	17,367	6,626	17,935	10,833	10,833	24,973	26,478	28,567
Parks & gardens				2,100	2,100	2,100	325	350	378
Sportsfields & stadia	1,829	397	1,003	300	1,038	1,038	4,027	4,339	4,682
Swimming pools							170	183	198
Community halls	1,922	1,887	218	11,800	3,000	3,000	10,476	11,288	12,179
Libraries								–	–
Recreational facilities	7,595	14,266	4,298	338	338	338	2,175	1,913	2,063
Fire, safety & emergency								–	–
Security and policing	1,050			797	461	461	600	647	698
Buses								–	–
Clinics								–	–
Museums & Art Galleries								–	–
Cemeteries								–	–
Social rental housing								–	–
Other	1,627	817	1,107	2,600	3,896	3,896	7,200	7,758	8,370
Heritage assets	–	26	–	–	150	150	250	100	100
Buildings									
Other		26		–	150	150	250	100	100
Investment properties	–	–	–	–	–	–	–	–	–
Housing development									
Other									
Other assets	7,758	6,302	4,562	125,900	70,218	70,218	78,019	78,115	86,373
General vehicles	262	542	315	180	330	330	5,420	3,500	4,000
Specialised vehicles	–	–	1,479	–	–	–	–	–	–
Plant & equipment	956	1,934	1,279	2,630	2,515	2,515	2,311	2,490	2,686
Computers - hardware/equipment	707	339	462	287	327	327	451	486	524
Furniture and other office equipment	1,263	1,432	861	1,042	1,069	1,069	874	941	1,016

Legislation and compliance status

Compliance with the MFMA implementation requirements have been substantially adhered to through the following activities:

1. In year reporting
Reporting to National Treasury in electronic format was fully complied with on a monthly basis. Section 71 reporting to the Executive Mayor (within 10 working days) has progressively improved and includes monthly published financial performance on the municipality's website.
2. Internship programme
The municipality is participating in the Municipal Financial Management Internship programme and has employed five interns undergoing training in various divisions of the Financial Services Department. In the 2012/13 financial year two additional interns will be joining the municipality.
3. Budget and Treasury Office
The Budget and Treasury Office has been established in accordance with the MFMA.
4. Audit Committee
An Audit Committee has been established and is fully functional.
5. Service Delivery and Implementation Plan
The detail SDBIP document is at a draft stage and will be finalised after approval of the 2012/13 MTREF in June 2012 directly aligned and informed by the 2012/13 MTREF.
6. Annual Report
Annual report is compiled in terms of the MFMA and National Treasury requirements.
7. MFMA Training
The MFMA training module in electronic format is presented at the Municipality's internal centre and training is ongoing.

7.2 HIBISCUS COAST DEVELOPMENT AGENCY PROJECTS

1. Port Shepstone beautification
2. Settler's Park
3. John Mason park, Umtentweni
4. Margate Airport Study
5. Margate tourism office site
6. Umtentweni clinic
7. Lucien Point Site

CHAPTER 8

HIBISCUS COAST MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK REVIEW

1. INTRODUCTION

The Spatial Development Framework (SDF) is an integral part of a Municipality's IDP (Chapter 5 of the MSA 32, Of 2000) and should reflect the culmination of the other elements of the IDP, guided by those development informants, strategies and development actions, which have a spatial implication. Based on the development strategies identified in the Hibiscus Coast Municipality's IDP, the Spatial Development Framework has taken into account the subsequent critical areas to be developed spatially. The municipality is currently reviewing the SDF and it is anticipated that the SDF will be finalized by June 2012.

2. THE LINK BETWEEN SPATIAL PLANNING AND LAND USE MANAGEMENT

It is important to note that the IDP Spatial Development Framework is intended to form the basis for the Land Use Management System for the municipal area, Land Use Management System referring in this instance to i) the control of development and ii) the facilitation of development. These two aspects place different requirements on the Spatial Development Framework-on the one hand it must be detailed enough to guide the implementation of land use rights (by means of Planning Schemes), while on the other hand it must identify measures to stimulate development.

3. HIBISCUS COAST MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK

3.1 The Development Informant Maps

The development informant maps are a series of maps, which indicates the spatial trends and diverse issues of the municipality. The following list of maps has been prepared to form the base for this SDF review:

Map1:: Minset

Map2:: Cplan

Map3:: Potential Agriculture Land

Map4:: Existing Land Use (Rural/Agricultural component)

Map5:: Possible Future Residential Area

Map6:: Geological Overlays

Map7:: Tourism Priority Areas

Map8:: Urban Growth Boundary

Based on this set of maps, the following key spatial trends and issues have been identified.

3.1.1 The Development Concept

The broad development concept contained in the SDF consists of the following development informants:

- Primary Corridors;

- Secondary Corridors;
- Primary Tourism Corridors;
- Secondary Tourism Corridors;
- Primary Commercial and Tourism / Recreation;
- Secondary Commercial and Tourism / Recreation;
- Secondary Node;
- Tertiary Tourism (Low Key);
- Opportunity Points /Commercial;
- Rural Service Nodes;
- Mixed Use – Industrial/Low Key Commercial/ Office;
- Urban Densification;
- Existing Residential /Urban;
- Future Residential;
- Traditional Areas/ Subsistence Agriculture and Eco Tourism;
- Low Impact Tourism/ Commercial;
- Potential Land Reform Projects;
- Areas of Conservation Significance; and
- Commercial Agriculture / Eco Tourism

The development informant and the various components of the SDF are discussed in more detail in the main report.

3.2 KEY DEVELOPMENT INFORMANTS

3.2.1 Movement Corridors

The Movement Corridors linking the primary nodes, hubs, secondary nodes, and satellites were proposed as follows:

- Primary Corridors;
- Secondary Corridors;
- Primary Tourism Corridors; and
- Secondary Tourism Corridors

a) **Primary Corridors**

The **Primary Corridors** identified provide public transport linkages and accessibility to the communities at the interceptory points with other movement channels. A range of development opportunities are envisaged along these channels. The **Primary Corridors** identified in the SDF are follows:

- The N2 runs North/South parallel to the coast up to the Marburg Interchange, from where it continues in a westerly direction forming the primary inland link to Harding, Kokstad, Matatiele and onwards towards the Eastern Cape.

- The R61 runs from the Marburg Interchange to complete the North-South Primary Transport Route to Port Edward. Should the Wild Coast Spatial Development Initiative be completed in its entirety, this will link right through to Port Elizabeth.
- The N2 links the Hibiscus Coast with Scottburgh, Durban airport and the Metropolitan area of eThekweni to the North.

Moreover the rail and air transport (Margate Airport) also serve as the primary corridors in the municipality as these play a major role in the promotion of tourism.

b) Secondary Corridors

In order to improve accessibility to the inland areas and to create potential inland tourism routes, Main and District Roads have been highlighted for upgrading and regular maintenance as **Secondary Corridors**.

c) Primary Tourism Corridors

The role of the R620 (Old Main Road) that runs from Hibberdene along the coastline as far as Ramsgate as a **Primary Tourism Corridor** is to be maintained and strengthened. Along this corridor there are various tourism attractions such as swimming beaches and commercial nodes.

d) Secondary Tourism Corridors

The **Secondary Tourism Corridor (inland)** is to encourage the spread of tourist facilities to the inland component of the Municipality. This corridor has potential to unlock tourism and business potential of the area. The sustained development of tourism facilities is dependent on the capacities of supply services networks, and it is essential that the IDP's capital development programme is aligned to the tourism elements of the SDF.

3.2.2 Nodes

a) Primary Commercial and Tourism/Recreation

These areas are fed by development corridors in terms of people and physical thresholds. There is provision of concentration of different activities and services at areas as identified in the SDF Map

b) Secondary Commercial and Tourism/Recreation

These areas are identified along the coastal strip and have tourism and related business potential.

c) Secondary Node

The peri-urban area of Murchison Bhobhoyi is a dense settlement along the N2. This area needs formalisation in terms development planning so as for easy provision of services to the community.

d) Rural Service Node

The location of these nodes is usually the most accessible location within an acceptable walking distance of a particular community. These were identified in Nyandezulu, Thongazi (Kwa Nzimakwe), and Gcilima (Kwa Xolo) and St Faiths area (Kwa Madlala) where MPCC's have been or are in the process of construction. These areas have potential for the location of multi-purpose community centres (to include clinics, AIDS support services, library, adult education and skills training and computer facilities).

e) Opportunity Points /Commercial

The provision of employment opportunities is to be encouraged at these points as well as tourism development which may take place at a higher density than in other areas.

3.2 LAND USE AND ENVIRONMENTAL MANAGEMENT

a) Urban Edge

The Urban Growth Boundary or Urban Edge is defined along the western confine of urban areas located on the eastern sea-board. The purpose of this boundary is to discourage urban sprawl and define an area of special focus wherein urban orientated development is to occur in the future.

b) Areas of Conservation Significance

The existing conservation areas within the Hibiscus Coast area are the Umtamvuna Nature Reserve and the Trafalgar Marine Reserve. Adjacent to the Western boundary, inland of Port Shepstone is the Oribi Gorge Nature Reserve. Other Potential conservation areas are highlighted which will need to be investigated further.

c) Commercial Agriculture/Eco Tourism

Some of the best agricultural soils in the region occur in this zone, well managed agriculture occurs almost throughout the municipality. Future development of the municipality should seek to preserve the agricultural land in the area, develop its specific potentials and provide for diversification e.g. Tourism.

d) Traditional Areas/ Subsistence Agriculture and Eco Tourism

In this area, tourism developments should be rural-based, of a small scale, labour orientated and related to the existing agricultural activities and the natural resource base. It is envisaged that subsistence agriculture and housing will be the primary land use in this zone,

e) Land Reform

The areas under investigation by the Department of Land Affairs have been shown as potential land reform projects on the Spatial Framework Map. Two of these are within the Umtamvuna Nature Reserve.

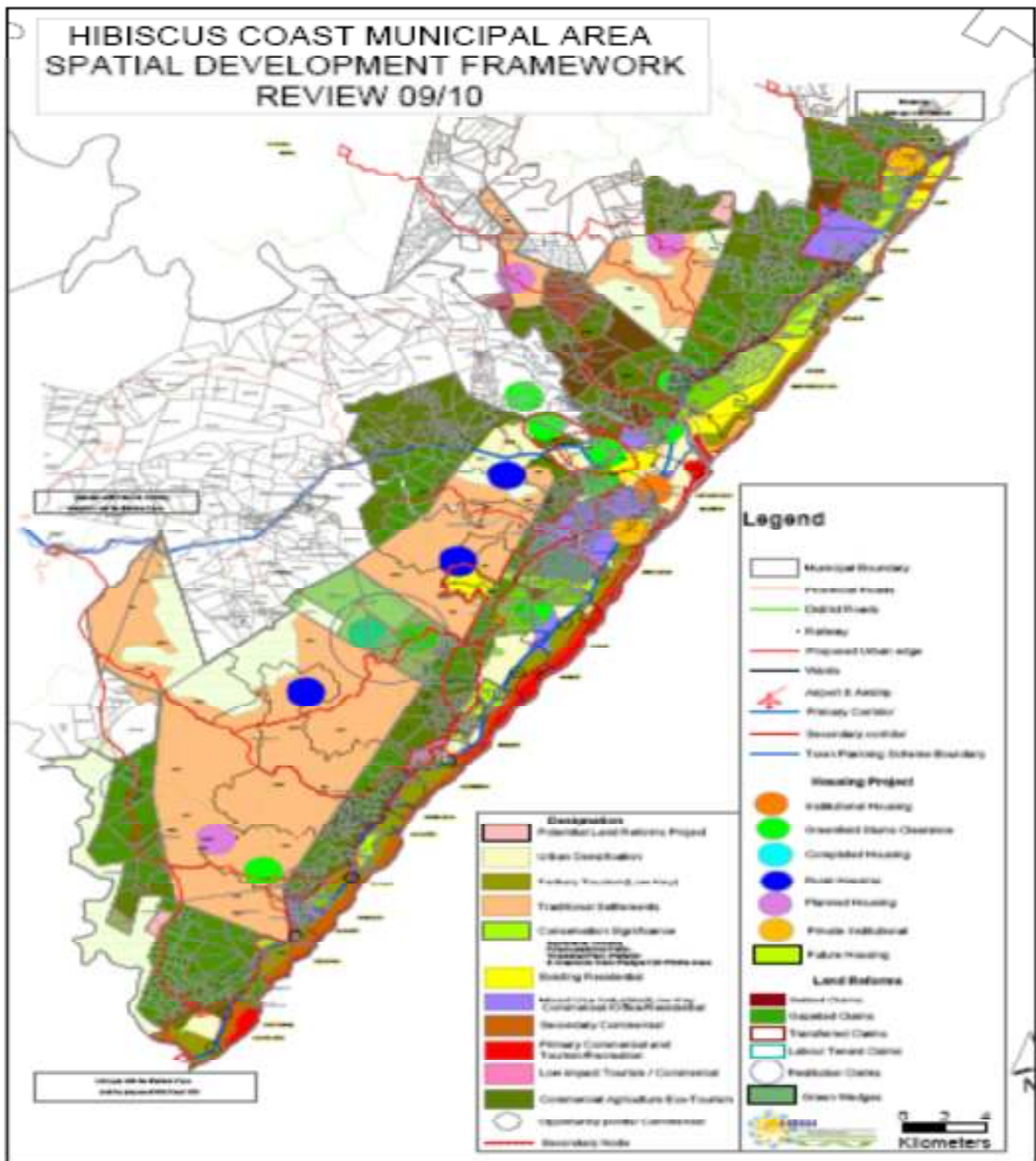
f) Future Housing

The corridor between Gamalakhe and Shelly Beach/ Uvongo inland has potential for housing (priority being middle income and low income) development with associated uses compatible for human settlement such as commercial, mixed use, and recreational facilities. Other areas for future housing were identified inland of Leisure Bay, Palm Beach, Trafalgar, Ramsgate, South of Marburg, South Port/ Sea Park, Hibberdene, and Melville/Pumula areas.

4.0 CONCLUSION

The existing Hibiscus Coast Municipality Spatial Development Framework (SDF) provides a broad indication of where different types of development should take place within the municipal area of jurisdiction. As such it provides general direction to guide decision-making (and thereby contribute towards the creation of integrated and habitable towns and residential areas), a framework for the formulation of an appropriate land use management system for the municipal area and a framework for public and private sector investment.

HIBISCUS COAST MUNICIPAL AREA SPATIAL DEVELOPMENT FRAMEWORK REVIEW 09/10



CHAPTER 9

ENVIRONMENTAL MANAGEMENT

The municipality is in a process of developing the Environmental Management Plan (EMP). Once the EMP is finalized, the municipality will prepare a Strategic Environment Assessment (SEA). The existing landscape quality is one of the primary tourism attractions, and its maintenance should be taken into account in the formulation and adjudication of development proposals. The intrinsic bio-diversity value of eco-systems and natural habitats on commercial farmlands provide the basis for eco-tourism diversification, thus activities need to be carefully planned in order to integrate with the environmental attributes and minimize any negative impacts. In terms of land use management, the specific ecosystems and vegetation communities that require specific environmental management are wetlands, grasslands, coastal and other indigenous forests which provide the habitats of important species.

Environmental Overlays

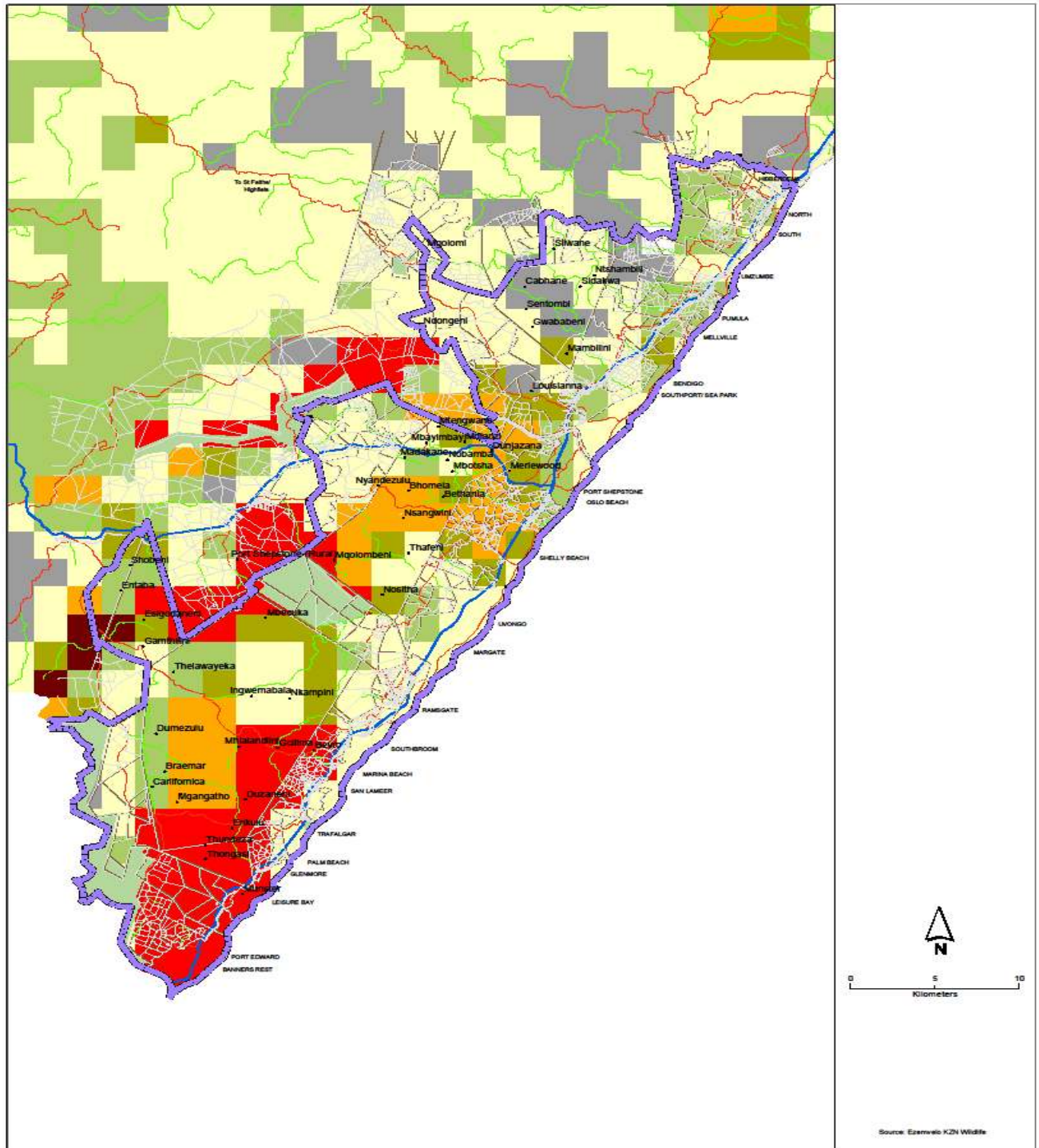
Both the MinSet and Cplan data sets from Ezemvelo KZN Wildlife were used to create the environmental overlay. Mapping from the UGU SEA which shows areas of high important species sites, threatened plants, important bird sites, important landscapes, important ecosystems, and high important grassland areas were used as environmental overlays to indicate areas of conservation significance.

PROCESS PLAN FOR THE DEVELOPMENT OF THE STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA) AND THE ENVIRONMENTAL MANAGEMENT PLAN (EMP)

Background

In the context of competing needs a balancing act is needed between meeting the ever increasing demands associated with human activity and the maintenance of environmental integrity. This is particularly so in the context of the coastal municipalities which are facing a challenge of massive influx of people and the associated activities of over-development. The Strategic Environmental Assessment is a framework that guides the manipulation of the natural environment even before development proposals are considered for particular areas. It is then reduced to an area specific Environmental Management Plan which in essence provides parameters within which development can occur. It is therefore of utmost importance that both the SEA and the EMP are developed and implemented as the high rate of development will have dire consequences for the environment. The greatest challenge though is the shortage of funds. The process plan detailed here-under commences with resource mobilization to enable the appointment of service providers to undertake same. There are on-going environment programmes such as weed eradication, celebration of Environmental days, capacity building to all and environmental education.

Environment Map



9.2 PRIMARY HEALTH CARE FACILITIES

Status quo

There are two public hospitals (Port Shepstone and Murchison) and two private hospitals (Hibiscus and Margate) and 43 mobile clinics. There are seven clinics that are run by the Hibiscus Coast Municipality and 11 clinics that are run by the Department of Health. All clinics have access to electricity, water and sanitation. During the recent Mayoral Izimbizo's most communities requested for a clinic to be constructed in their areas. Negotiations are still on with regards to transferring clinics from municipality to province. There is a need to provide a health site in Umtentweni to beef up the current capacity and provide adequate service. There is a request for a provision for additional clinics to other areas. Some communities had concerns with regards to staff attitude and level of service in some clinics. The following table gives clinic location and operational period.

Clinic location and ownership

Name	Cluster	Operational	Ownership
Port Shepstone	2	5 days	HCM
South Port	1	5 days	HCM
Umtentweni	2	5 days	HCM
Shelly Beach	5	5 days	HCM
Margate	5	5 days	HCM
Marburg	3	5 days	HCM
Port Edward	7	5 days	Ugu
Bhobhoyi	3	7 days	Ugu
Bhomela	3	On call	Ugu
Gamalakhe	4	24 hours	Ugu
Gcilima	6	24 hours	Ugu
Ludimala	6	On call	Ugu
Madlala	1	On call	Ugu
Ntabeni	7	24 hours	Ugu
Mvutshini	6	24 hours	HCM

Source: Department of Health

Department of Health Current projects

- NIP Site in partnership with Department of Welfare
- Wellness centre in partnership with HCM
- TADSA in partnership with TDSA
- Health promotion at schools in partnership with Department of Education
- Step down care in partnership with Genesis

Current maintenance and upgrade plan

- Port Edward guard hut and parking space
- Bhobhoyi clinic upgrade
- Extension at Ntabeni clinic
- Madlala clinic maintenance
- Gcilima clinic upgrade
- Bhomela clinic

The Department of Health within the Ugu District Municipality prepared a Strategic Plan in October 2006 which is currently under review and has been communicated with local municipalities. All clinics are part of the ARV rollout programme where they provide Modules 1, 2, and 3 of the programme. This entails screening, counseling, taking blood samples for CD4 counts. Department of Health has partnerships with the University of KZN, Genesis, Two Tunics, Positive Ray, Local Government and Broad Reach which have strengthened the programme's roll-out.

Land has been identified and transferred to the Department of Health in the following areas:

- Lot 1058 Protea road for the community health centre at Marburg to provide a 24hour service with a maternity unit
- Lot 202 David Drive for a new clinic in Hibberdene, considering that there is no clinic in the area also the envisaged influx into the area due to the proposed harbour development
- Lot 727 in Southport to extend the capacity of the existing clinic
- Lot 191 Banners Rest to relocate and extend the capacity of the Port Edward Clinic

THE TOP 10 COMMON CAUSES OF ADULT MORTALITY	THE TOP 10 COMMON CAUSES OF PAEDIATRIC/ CHILD MORTALITY
<ul style="list-style-type: none"> ▪ Pulmonary Tuberculosis ▪ HIV/ Aids ▪ Respiratory Conditions ▪ Gastroenteritis ▪ Meningitis ▪ Cardiac Conditions ▪ Injury/ Trauma ▪ Cerebro Vascular Accident or Stroke ▪ Hypertension ▪ Diabetes 	<ul style="list-style-type: none"> ▪ Respiratory conditions ▪ Gastroenteritis ▪ Malnutrition ▪ HIV/ Aids ▪ Pulmonary Tuberculosis ▪ Septicaemia ▪ Meningitis ▪ Poisoning ▪ Pre-term delivery ▪ Jaundice

Services Provided at the Different Components/Levels of Care

Clinics * Health education; * Nutrition/Dietetic services; * Family planning; * Immunisation; * Screening for common diseases; * Acute minor ailments, trauma, endemic, other communicable; * Chronic Ailment Treatment; * TB; * HIV / AIDS / PMTCT / VCT; * ARV; * Antenatal care, * Deliveries; * Post-natal and neonatal care; * Basic rehabilitative and physical therapy services; * Basic oral health services; * Basic optometry services; * Mental health services; * Doctor Medical Coverage * Health Promotions (including Health Promoting Schools)
Hospitals (Regional and District Services) * Family Medicine and Primary health care; * Rehabilitation; * Medicine; * Surgery; * Obstetrics and Gynaecology; * Pediatrics; * Psychiatry; * Eye care; * Geriatrics * TB * HIV / AIDS / PMTCT / VCT / ARV; * ICU; * 24 Hr Casualty; * Crisis Centre; * Forensic Medicine ; * CTOP (through Marie Stopes)
Emergency Medical Rescue Services * Emergency Care; * Emergency Rescue; * Planned Patient Transport; * Emergency Patient Transfers; * Disaster Management; * Coordination of major incidents; * Central Communications Centre
Forensic Pathology Services Currently based at Port Shepstone SAPS
Community Based Services * Directly Observed Treatment Short Course (DOTs) Supporters; * CHWs; * Support Groups; * Home based Care

Hibiscus Coast Municipality should partner with relevant parties to:

- Promote good health and wellness
- Support government efforts and its comprehensive Health Strategy
- Implement HIV / AIDS strategy
- Facilitate and coordinate social and spiritual support (support groups) for those affected and infected
- Support civil society and other stakeholders in assisting and supporting orphans and child headed families.
- Increase HIV/AIDS awareness
- Capacitate and strengthen the Local AIDS Council
- Provide sufficient funds towards HIV/AIDS

9.3 WASTE MANAGEMENT

Status quo

There are two unregistered landfill sites within the municipality and these sites are located at Umtentweni and Hibberdene. A closure permit should be issued for the New Bolton waste site, quantify waste dumped at the waste site and it should be noted that illegal dumping is an ongoing problem at New Bolton. The Oatlands waste site is reaching its capacity, waste records of quantities and composition are not taken. There should be a designated site for recycling purposes. Solid waste remains from the sewage works are currently dumped on the site hence it is unclear whether this is permitted or not. The waste collection zones are Hibberdene, Port Shepstone and Margate.

The integrated waste management plan is in place and currently being implemented. The current approach is focused on refuse removal of household, business and industrial waste, and development and management of garden refuse stations. The current status is as follows:

1. The coastal strip residential areas receive a weekly collection service for household refuse (important to look at population density in relation to this service);
2. Businesses and flats within the coastal strip receive a collection twice a week;
3. Industrial areas have skips in place, which are cleared daily;
4. The rural area does not benefit from any co-coordinated, municipal approach towards refuse removal, or solid waste management;
5. Informal settlements have skips which are removed weekly.

Addressing the backlogs

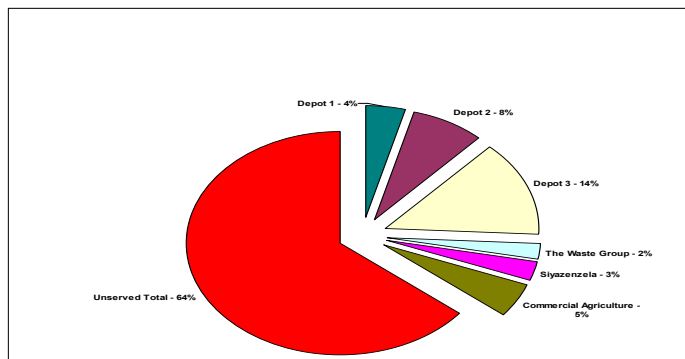
The large percentage of the population that does not benefit from any municipal-led co-coordinated waste management will be addressed within the Integrated Waste Management Plan will deal with waste in a comprehensive, holistic, integrated and creative manner.

The IWMP investigates the number of registered landfill sites and their lifespan, need for new sites, extensions and rehabilitation. The plan will explore other means of extending the service to rural communities in a cost effective and coordinated manner. Waste disposal methods and alternatives will be explored and working for waste programmes. Waste minimization, promotion of environmentally friendly waste management practices, efficient waste management and improved service delivery mechanisms.

The IWMP allows for EIA to be conducted where necessary and covers all aspects of environmentally friendly practices. The IWMP covers options that are mainly environmentally friendly. The implementation of the IWMP is still a challenge since there is no budget allocated to this function. The garden transfer stations located throughout the municipality and one of them is undergoing the EIA process. The listed projects in line with the IWMP will undergo EIA process.

Population served by HCM

POPULATION SERVED BY THE HCM



In some instances the geographical landscape poses some challenges with service provision. It is a challenge to provide services to sparsely populated communities and in areas with steep terrain thus the cost of service provision is too high. The Integrated Waste Management Plan focuses on the following objectives:

- To decrease waste deposited at municipal landfills
- To build capacity through information sharing
- To improve, develop & maintain infrastructure to comply with legislative requirements & HCM needs
- To provide effective waste collection services for the municipality
- To provide effective waste management services for the municipality
- Provide cost effective waste management services
- To create, implement & enforce the necessary legal regulatory & policy framework to support waste management service throughout HCM.

To minimize illegal dumping the municipality will embark on awareness campaigns, increase accessibility to disposal facilities, monitor and follow up where the dumper can be identified and implement a penalty system for offenders.

9.4 SAFETY AND SECURITY

The Constitution of the Republic of South Africa in section 152 (1) (d) states that municipalities should promote safe and healthy environment and further states that municipalities should encourage the community involvement and community organizations in the matters of the local government. The 1998 White Paper on Safety and Security encouraged municipalities to play a vital role in crime prevention in partnership with different stakeholders and key-role players, taking into cognizance that crimes happen at local level and the local municipalities are closest to people.

Municipal objectives:

- To create an efficient and visible policing in all the areas particularly in residential areas and CBD areas.
- To improve on service delivery and rendering efficient service to members of the public
- To improve service for effective crime monitoring
- To provide a safe and secure environment (routine vehicle checks and routine patrols)
- To capacitate communities (child in traffic)

The Municipality is concerned about the safety and security of its residents and tourists. Thus the municipality has developed safety strategies in partnership with SAPS and the Department of Community Safety and Liaison. These strategies are aimed at addressing crime at all levels and all communities in a short and long term basis, whilst acknowledging the fact that crime is a complex phenomenon and varies from community to community therefore requiring different strategies and solution to suit each situation and crime level. HCM crime prevention strategies are aligned to the National and Provincial crime and prevention strategies which emphasizes the importance of fighting crime as a threat to our democratic order and development.

Community Safety Forums have been established and are well functioning. These forums constitute of the members of the Ward Committees, Community Policing Forums and School Safety Committees. Such forums serves as a coordinating mechanism of government and civil society representatives address our community's safety needs. The municipality has a feasible crime reduction strategy and the concerned directorate consistently reports on it and its achievements and challenges on quarterly SDBIP which is linked to the municipal IDP and budget. During the IDP Representative Forum the municipality together with SAPS report on crime levels and trends. HCM IDP sessions prescribe to the national requirements of strengthening interactive, participatory and transparency and community involvement in developmental issues.

It is important to align municipal planning with province and SAPS plans, share resources and information and find a common ground to deal with challenges and to encourage and assist each role player to meet its mandate. The Department of Community Safety and Liaison has played a major role in crime awareness and providing trainings. The Hibiscus Coast Municipality continues to seek partnership with the District Municipality, private sector, province and other social partners in fighting crime.

The Hibiscus Coast Municipality has identified a need to construct the following disaster management centres and fire stations in order to beef up capacity and response in term of disasters and firefighting:

- Gamalakhe fire station
- Hibberdene fire station
- Hibberdene disaster management centre and Margate disaster management centre

Safety Plan

The municipality has developed a safety plan however the plan is due for review to fully address the national safety objectives and to further align to the Provincial Department of Community Safety and Liaison Safety Strategy. The municipality has requested technical assistance from the provincial department to develop the plan however no positive results can be recorded to date.

CHAPTER 10

ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM (OPMS)

Hibiscus Coast Municipality will strive to continuously improve its performance not only limited to compliance to the Department of Provincial and Local Government and the compliance to Chapter 6 of the Municipal Systems Act, No. 32 of 2000, these will be done through continuous benchmarking and adoption of best practices on Service Delivery, Administrative Systems, Planning and Financial Management.

The HCM's OPMS framework and policy are informed by the Local Government: Municipal Systems Act, 32 of 2000; Municipal Finance Management Act, 56 of 2003; Municipal Planning and Performance Management Regulations of 2001 and its Integrated Development Plan (IDP). Both the framework and policy are in place.

The system operates on two levels organizationally which inter-connect practically in annual reviews, and quarterly reviews:

- Strategic level: IDP (5 year plan) and strategic scorecard with annual and quarterly reviews;
- Operational level: Service Delivery and Budget Implementation Plan (SDBIP): Operational annual plan broken into quarterly operational plans, and annual and quarterly reviews. On an operational level there is also a monthly meeting between departmental heads with the office of the municipal manager, and monthly performance reporting to various political structures but notably the departments respective portfolio committee. This reporting is on performance and linked to the performance reporting system of the performance management system.

Five key primary objectives of the Hibiscus Coast Municipality's performance management system are as follows:

- Firstly, to facilitate increased accountability;
- Secondly, to improve service delivery in a focused manner;
- Thirdly, to facilitate learning and improvement;
- Fourthly, to provide early warning signs to institute corrective action.
- Finally, to facilitate decision making

The municipality aims to ensure that its performance management system contains elements of accountability, transparency, efficient and efficient service delivery, good governance and community responsiveness. The following will be key Performance Indicators in line with the guidelines for the performance contract for section 57 managers in terms of the Municipal Systems Act 32 of 2000.

Performance management is a strategic management approach that equips the Mayor, EXCO, council, Municipal Manager, Head of Departments, employees and stakeholders with a set of tools and

techniques to regularly plan, continuously monitor, periodically measure and review the performance of the institution against indicators and targets for efficiency, effectiveness and impact. The performance management system (PMS) entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted and managed.

Objectives of Organizational Performance Management:

- To excel in good governance
- To provide good and quality infrastructure development
- To strengthen Community and Stakeholder Participation
- To ensure efficient and effective administrative systems and
- To facilitate and support human resource development
- Continuous municipal growth and improved service

HCM Performance Management Principles

- Simplicity;
- Politically driven;
- Incremental implementation;
- Transparency and accountability;
- Integration,
- Objectivity.

PERFORMANCE, MONITORING AND REVIEW

Hibiscus Coast Municipality's performance is monitored and measured on an annual basis based on its core mandate in terms of service delivery and providing efficient and adequate service to the communities within the municipality. Performance review in terms of service delivery will be done quarterly and should there be gaps the evaluators will provide recommendations to address such shortfalls. The municipality's review its performance management quarterly and subscribe to the best model that will consistently enhance the municipality's performance and give early indications if some functions and processes are not functioning adequately.

PERFORMANCE MANAGEMENT PRINCIPLES

The system must be simple, user friendly that enables the municipality to operate it with its existing resources with the involvement of various external stakeholders and the political component.

The legislation requires that the PMS promotes a culture of performance management in the political structures. It further states that EXCO should manage the development of the PMS, and assign responsibility to the municipal manager. Once developed EXCO must submit the PMS to Council for adoption, therefore Council is the owner of the system and must oversee the implementation and improvement of the system and in the process inculcate a culture of performance improvement as required by the Municipal Systems Act.

To ensure a sustainable system, best practice has taught us that it is good to start with a basic system, implement it and then improve incrementally. It is not possible to transform overnight, it is only possible to move gradually towards a high performance organization.

The process of managing performance should be inclusive, open and transparent. Citizens should know how departments are run, how resources are spent and who is responsible for particular services.

The PMS should be integrated into other management processes in the municipality, it should be a tool for efficient and effective management rather than a additional reporting burden. It should be seen as a central tool for managing the affairs of the municipality. Performance management must be founded on objectivity and credibility.

CORE ELEMENTS OF THE PMS

The PMS can be divided into organizational and individual performance management – although they are not exclusive of one another. Organisationally the system comprises:

- IDP and organizational strategic scorecard;
- SDBIP, annual operational plan broken down to quarterly outputs;
- Quarterly plans and reviews;
- Monthly reports on performance to Portfolio Committees;
- Monthly reports to the Office of the Municipal Manager.

External participation is central during these processes: through public meetings, pamphlet distribution, proforma inputs, ward committee inputs, media conferences quarterly and annually.

Individually the system comprises:

- Annual Performance Agreements;
- Annual work plans;
- Quarterly work plans and evaluations;
- Monthly work plans and evaluations;
- Personal development plans.
- Service Excellence Awards: monthly and annual event.

KEY PERFORMANCE AREAS

The performance management system is organized according to the five general national key performance areas: service delivery, local economic development, municipal transformation, financial viability, good governance and stakeholder relations. Within this organization, key indicators which require reporting such as the follow is included: number of households benefiting from indigent support, employment equity, etc.

PERFORMANCE AUDIT COMMITTEE

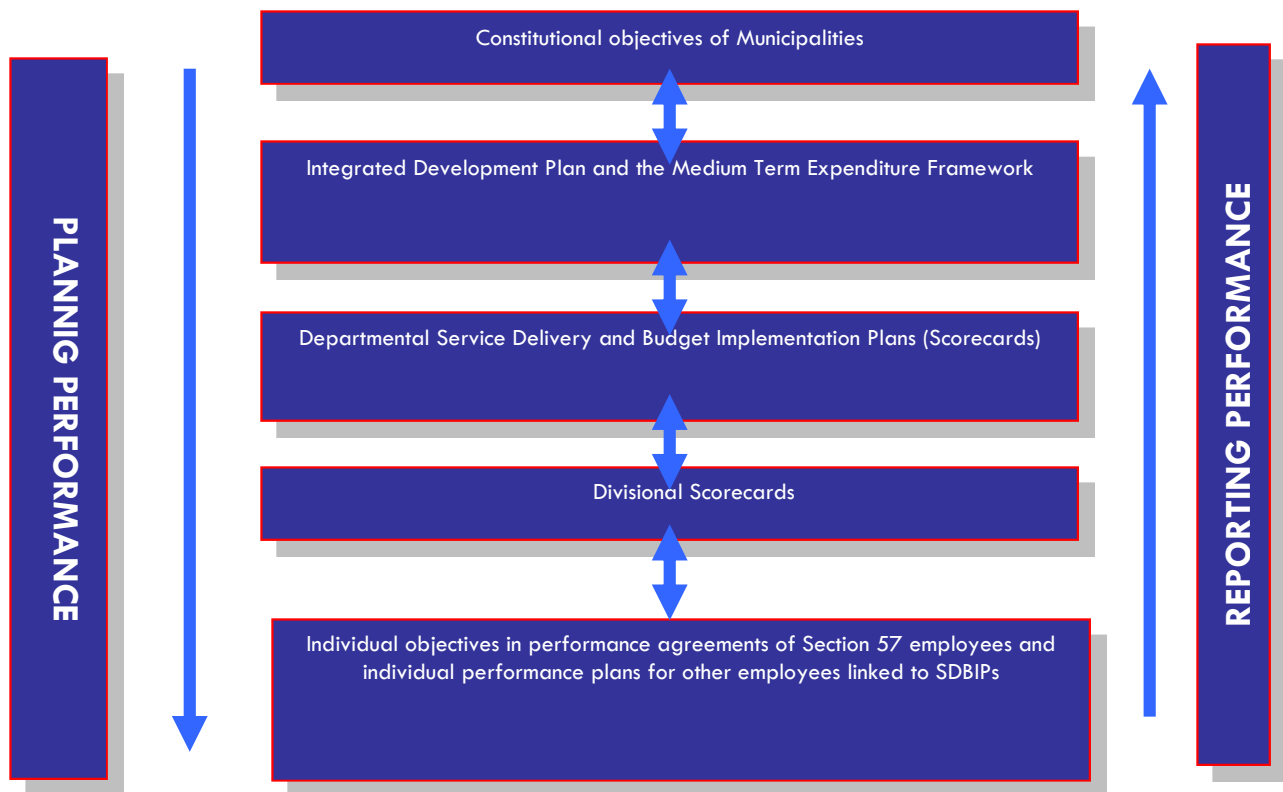
The performance audit committee is a shared district service and it was noted that performance audit committee met three times in 2008/2009. In terms of the PMS policy however the establishment of such a committee is proposed. Progress evaluations are done in a quarterly basis, where the municipal departments (internal) reflect back and indicate whether the objectives that were set for that quarter were realized. However the Service Delivery Implementation Budget Plan (SDBIP) workshops and quarterly reviews were held for all quarters hence an evaluation on SDBIP was done at the end of the financial year to assess the performance of HCM's departments. If there are variances the departments then give explanation and way forward on achieving the objective. EXCO members, directors and managers attend the review sessions. Departmental future plans for the next quarter are tabled in line with the SDBIP.

SUMMARY OF ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

The OPMS framework and policy were adopted by full Council in February 2012. The Performance Management Policy Framework adopted by the Municipality consists of the following four parts:

- Approach to Performance Management;
- Organisational Performance Management;
- Individual Performance Management; and
- Review and Improvement to the Performance Management System.

The management processes have evolved to a point where the IDP, performance management and budgeting are integrated. Although they follow-on each other consecutively, they all form an integral and essential part of the macro management process, the one being dependent on the other. The framework for following this approach is depicted below.

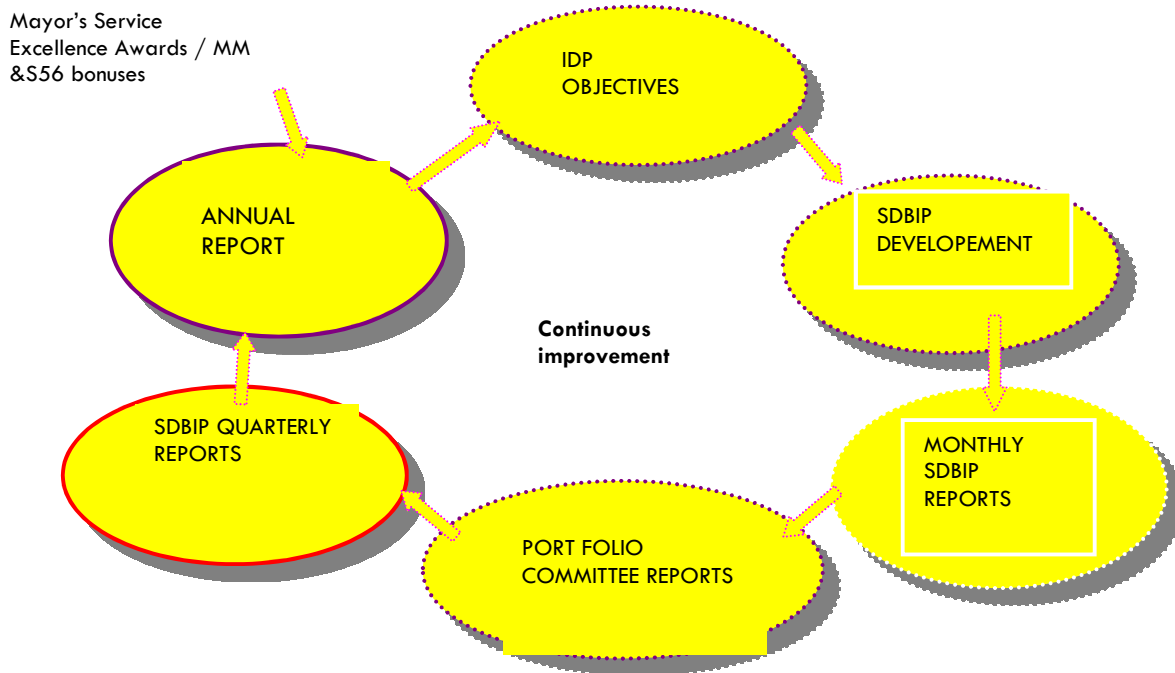


The review of the IDP constitutes the planning phase of organisational performance management and it is conducted in the following steps:

- Step 1: Situational analysis
- Step 2: Strategy development
- Step 3: Sector involvement
- Step 4: Development of an Implementation Plan
- Step 5: Integration and approval

Step four above constitutes the development of organisational scorecards that take on the form of Service Delivery and Budget Implementation Plans (SDBIPs). These scorecards include the performance measures against which municipal performance is measured.

The Performance Management System is not complete until it is implemented. For this reason the following implementation process has been adopted:



The above monitoring and evaluation cycle involves all role players and promotes a culture of performance management. The quarterly SDBIP Report are submitted by all Section 56 Managers to the Municipal Manager the reports are thoroughly discussed over a two day session (evaluation and planning) where EXCO members will be present. This empowers the Councilors to effectively exercise their oversight role.

In this way everybody is involved in the performance management process and a results driven culture of service delivery is inculcated throughout the organization. However the municipality need to work even harder to ensure that all employees out performs their functions.

Organizational scorecard

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible Department	Financial Implication	Wards
							Q1	Q2	Q3	Q4			
Basic Service Delivery & Infrastructure	To provide quality services to all residents	Housing	No. of houses to be completed	High							DHSI		
			No. of IGR meetings to be held	High							DHSI		
		Electricity	No. of new connections	High							DHSI		
			No. of highmasts and streetlights installed and connected	High							DHSI		
			No. of highmasts and streetlights in working order	High							DHSI		
			Date of implementing energy master plan	High							DHSI		
			Date of implementation of infrastructure development & maintenance plan	High	Not achieved	1					DHSI		
			No. of gel and stoves distributed per quarter	High							DHSI		

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible Department	Financial Implication	Wards
							Q1	Q2	Q3	Q4			
Basic Service Delivery & Infrastructure	To provide quality services to all residents	Solid waste	No. of households with access to solid waste services	High							Community Services		
			No. of times verges are cut	High	16	0	6	6	2	2	Community Services		
			No. of public amenities kept clean at all times	High	All						Community Services		
			No. of awareness/educational campaigns to be held	High			2	2	2	2	Community Services		
			No. of plot clearance	High			monthly	monthly	monthly	monthly	Community Services		
		Maintenance	No. of tidal pools to be maintained	High	6	0	6	6	6	6	Community Services		
			No. of cemetery sites to be cleaned	High	6	0	6	6	6	6	DCM		
			No. of new cemeteries	High	2				1	1	DCM		

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible Department	Financial Implication	Wards
							Q1	Q2	Q3	Q4			
Municipal Transformation and Institutional Development	To enhance performance capacity of the municipality	Organogram	No. of key vacant posts in the organogram	High							DCS		All
			No. of posts occupied by HDIs	High	5	2	7				DCS		All
			No. of filled budgeted posts	High							DCS		All
			Date of implementing the human resources strategy implemented including career pathing, staff retention)	High				31 Dec 2012			DCS	NIL	Internal
			No. of labour relations issues resolved	High							DCS	NIL	Internal
			Date of implementing the time management system	High									Internal
		IT	Date of adopting the IT governance strategy	High	Not achieved	1				30 June 2012	DCS		Internal
		EAP	No. of employee referrals to specialists/rehabilitation institutions	High							DCS		Internal
		WSDP	No. of workshops on EAP	High	4	0	1	1	1	1	DCS		Internal
			Date of adoption of the skills audit plan	High				30 Mar 2013			DCS		Internal
			No. of staff and councilors trained in line with the Skills plan	High							DCS		Internal
			No. of employees enrolled for ABET	High							DCS	Nil	Internal

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible Department	Financial Implication	Wards
							Q1	Q2	Q3	Q4			
Municipal Transformation and Institutional Development	To enhance performance capacity of the municipality	EEP	No. of women in key positions	High							DCS		All
			No. of competent staff in critical positions	High							DCS	NIL	All
			Date of land audit on Council owned properties	High							DCS	Nil	Internal
			Revenue generated from Council owned properties	High							DCS		Internal
			No. of Council & EXCO Council meetings	High							DCS		Internal
		Municipal Administration	No. of portfolios and sub committees	High							DCS		Internal
			Turnaround time for agenda circulation	High	72 hours	0	72 hrs	Internal	Internal	Internal	DCS		Internal
			Efficient keeping of municipal records and telephone management	High	Daily		Daily	Daily	Daily	Daily	DCS		Internal
			Co-ordination of organisational policies	High							DCS		Internal

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible Department	Financial Implication	Wards
							Q1	Q2	Q3	Q4			
Local Economic Development (LED)	To promote and facilitate economic growth, transformation, sustainable growth and development	LED	Implementation of LED strategy	High	Not achieved	Implementation		31 Dec 2012			DP&ED		All
			No. of LED initiatives in place	High			1	1	1	1	DP&ED		All
			No. of jobs created through EEP	High	200		50	50	50	50	DP&ED		All
			No. of SMME & Co-ops supported	High							DP&ED		All
			Date of implementing the agricultural plan	High							DP&ED		All
			Date of implementing the incentive and marketing strategy	High	Not achieved					30 Jun 2013	DP&ED		All
			Date of adopting the Rural Development Strategy	High						30 Apr 2013	DP&ED		All
			No. of rural development programmes in place	High							DP&ED	R200 000	All
			No. of income generating projects targets at small emerging businesses	High							DP&ED		All
			No. of informal traders to be supported	High							DP&ED		All

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible Department	Financial Implication	Wards
							Q1	Q2	Q3	Q4			
		Tourism stimulation	No. of rural tourism initiatives to be explored								DP&ED		All
			No. of corridor development projects								DP&ED		All
		Poverty alleviation	No. of poverty reduction initiatives.								DP&ED		All
			No. of flagship programmes aimed at reducing poverty								DP&ED		All
			Date of implementing the investment / incentive schemes strategy						30 Apr 2013		DP&ED		All
	Effective and vibrant agency	HCDA	No. of board meetings held	4	10	0	1	1	1	1	HCDA		All
			Date of submitting financial and performance information to HCM				25 Aug 2012				HCDA		All
			Date of submitting the annual report to HCM	High	Not achieved			31 Dec 2012			HCDA		All
			No. of projects done by the HCDA								HCDA		All
			Revenue derived from the HCDA projects								HCDA		All
			No. of new economic development projects to be implemented								HCDA		All

Spatial planning and environment management	Orderly planning	Date of adopting the SDF	High	Not achieved	31 Jul 2012				DP&ED		All
		Date of adopting LUMS	High					31 Mar 2013	DP&ED		All
		Date of adopting rural schemes	High				31 Dec 2012		DP&ED		All
		Date of adopting EMP	High						DP&ED	30 Jun 2013	All
		No. of building plans passed	High						DP&ED		All
		Revenue generated from building plans approval	High						DP&ED		All
		No. of environmental awareness campaigns	High			2	2	2	DP&ED		All

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible Department	Financial Implication	Wards
							Q1	Q2	Q3	Q4			
Good Governance & Community Participation		IDP development	% of IDP Credibility	High	78%	12%					DSP&G		All
			Date of process plan approval	High	31 Aug 2011	0	31 Aug 2012				DSP&G	Nil	Internal
			No. of IDP forum to be held	High	4	1	1	1	1	1	DSP&G	Nil	All wards
		OPMS	Date of OPMS framework and policy review	High	28 Feb 2012		31 July 2012				DSP&G	Nil	Internal
			No. of signed performance contracts	High	10		7				DSP&G	Nil	Internal

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible Department	Financial Implication	Wards
							Q1	Q2	Q3	Q4			
Good governance and Public participation		Youth development	No. of youth programmes to be implemented	High			3	3	3	3	DSP&G		All
			No. of young people trained and graduated	High							DSP&G		All
			No. of outreach programmes to be implemented	High							DSP&G		
			Date of SALGA games	High	Dec 2011	Nil		31 Dec 2012			DSP&G		
			No. of sustainable women programmes to be implemented	High							DSP&G		All
		Special Programmes	No. of Farm worker programmes to be implemented	High							DSP&G		All
			No. of Rights of a child programmes to be implemented	High							DSP&G		All
			No. of disability forum	High	12		3	3	3	3	DSP&G		All
			No. of senior citizens programmes aimed at empowering the elderly	High						1	DSP&G		All
			No. of Senior Citizens forum held	High	12		3	3	3	3	DSP&G		All

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible Department	Financial Implication	Wards
							Q1	Q2	Q3	Q4			
		Effective communication	No. of workshops on the reviewed communication strategy	High	4	1	1	1	1	30 Jun13	DSP&G		All
			No. of Ezangaphakathi printed	High							DSP&G		Internal
			No. of Ezangaphandle printed	High							DSP&G		All
			No. of radio slots	High	12		3	3	3	3	DSP&G		All
			Date of adopting the Beach Policy	High				31 Dec 2012			DSP&G		
			Date of adopting the marketing plan	High				31 Dec 2012			DSP&G		All
			No. of website update per annum	High		12	3	3	3	3	DSP&G	0	All
			No. of functional ward committees	High			29	29	29	29	DSP&G		All
			Date of implementation of ward committee policy	High				31 Dec 2012			DSP&G		All
			No. of consultative meetings held	High	14			7		7	DSP&G		All
		Ward committees	Date of public participation strategy adoption	High					31 Mar 2013		DSP&G		

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible Department	Financial Implication	Wards
							Q1	Q2	Q3	Q4			
		Effective Internal Audit	No. of performance reports submitted to Audit Committee	High	4		1	1	1	1	DSP&G		Internal
			No. of audit committee meetings held	High	4		1	1	1	1	DSP&G		Internal
			Date of implementation of audit plan	High			30 Sep 2012				DSP&G		Internal
			No. of performance reviews conducted	High	4		1	1	1	1	DSP&G		Internal
			Date to rolling out the reviewed of fraud anti-corruption strategy	High				31 Dec 2012			DSP&G		Internal
			No. of labour cases resolved	High							DSP&G		Internal
Good Governance	To ensure organisational policies and procedures are in place	Effective Legal services	No. of litigation cases	High							DSP&G		Internal
			Date to implement compliance framework	High			30 Sep 2012				DSP&G		Internal
			% of contracts vetted	High							DSP&G		Internal

KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible department	Financial implications	ward
							Q1	Q2	Q3	Q4			
		HIV/Aids	No. of HIV/Aids programmes budgeted for and implemented	High							DSP&G		ALL wards
			No. of functional local aids committees	High							DSP&G		ALL wards
			No. of programmes aimed at mainstreaming of HIV/Aids	High							DSP&G		ALL wards
			No. of functional home based care networking	High							DSP&G		ALL wards
			No. of HIV/Aids awareness programmes	High							DSP&G		ALL wards
			Budget expenditure for HIV/Aids	High							DSP&G		ALL wards
			Date of adopting reviewed HIV /Aids strategy	High					30 Mar 2013		DSP&G		ALL wards

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible Department	Financial Implication	Wards
							Q1	Q2	Q3	Q4			
Ensure sound financial management and viability	Credible budget	Date for financial plan approval	Council resolution	High			30 Sep 2012				CFO		All
		Date for budget performance review	Council resolution	High			31 Aug 2012				CFO		Internal
		Date for the Adjustment Budget	Council resolution	High					28 Feb 2012		CFO		All
		Date for adopting the reviewed rates policy review	Council resolution	High			30 Sep 2012				CFO		
		Date for adopting the reviewed indigent policy	Council resolution	High			30 Sept 2012				CFO		
		% of budget spent on capital projects	Council resolution	High							CFO		All
		Budget allocated on indigent population	Council resolution	High							CFO		All
		Report on the implementation of recovery strategies	Council resolution	High				31 Dec 2012			CFO		Internal
		Monthly reconciliations	Council resolution	High			3	3	3	3	CFO		Internal
		Report on the implementation of the budget section 71	Council resolution	High	Monthly		3	3	3	3	CFO		Internal
		DORA Reporting and the Updating of the Grant Register	Council resolution	High	Monthly		3	3	3	3	CFO		All
		Report on Progress on Issues raised by the AG	Council resolution	High	Monthly		3	3	3	3	CFO		Internal
	Reporting												

Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible department	Financial implications	Ward
						Q1	Q2	Q3	Q4			
Revenue Management	Date of adopting the reviewed revenue enhancement strategy	Council resolution	High			30 Sep 2012				CFO		Internal
	Date for publishing of the 2013 GV	Portfolio reports	High							CFO		All
	Percentage of correct customer billing	Portfolio reports								CFO		All
	% improvement turnaround time for clearance certificates and queries	Portfolio reports	High							CFO		All
Asset Management	Date for finalizing updating of the MFMA compliant asset register	Council resolution	High			30 Sep 2012				CFO		Internal
	Date of adopting the credible asset maintenance plan	Council resolution	High				31 Dec 2012			HOD		Internal
	No. of asset physical verification and conditional assessment	Portfolio reports	High	12		Daily	Daily	Daily	Daily	CFO		Internal
	No. of report on Insurance Claims verified	Portfolio reports	Med	12		3	3	3	3	CFO		Internal
Expenditure Management	Reports on the Implementation of the Investment Policy	Portfolio reports	High	12		3	3	3	3	CFO		All
	No. of payments made after 30 days of receipt of an invoice	Portfolio reports	High							CFO		All
	No. of reconciliation on creditors and salaries payment	Portfolio reports	High			3	3	3	3	CFO		All

Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible department	Financial implications	Ward
						Q1	Q2	Q3	Q4			
Supply chain management	No. of reports on the implementation of the SCM Policy	Portfolio reports	High	12		3	3	3	3	CFO		All
	% compliance to MFMA	Portfolio reports	High	12		3	3	3	3	CFO		Internal
	No. of quarterly report on rotation of suppliers	Portfolio reports	High	12		3	3	3	3	CFO		Internal
	No. of stock taking	Portfolio reports	High	12		3	3	3	3	CFO		Internal
	No. of updates for the Contract Register	Portfolio reports	High	12		3	3	3	3	CFO		Internal
	No. of reports on the performance of the BID Committees submitted to Council	Portfolio reports	High	12		3	3	3	3	CFO		Internal

KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible department	Financial implication	Ward
							Q1	Q2	Q3	Q4			
Community & Social Development Services	Provide basic services in an acceptable standards	Clinics	No. of staff need training	High							Community Services		All wards
			No. of health awareness days/events	High	4		1	1	1	1	Community Services		All wards
			No. of park homes maintained	High							Community Services		All wards
			No. of IGR meetings with DoHealth	High	12		3	3	3	3	Community Services		All wards
			No. of functional clinic committees in place	High							Community Services		All wards
			No. of patients receiving ARV's	High							Community Services		All wards
		Beaches	No. of water testing conducted	High	12		3	3	3	3	Community Services		All wards
			No. of beaches with blue flag status	High							Community Services		All wards
			No. of IGR meetings with Ugu DM	High	12		3	3	3	3	Community Services		All wards
		Libraries	No. of libraries maintained	High							Community Services		All wards
			No. library reference material	High							Community Services		All wards
			Extension of wireless connection	High							Community Services		All wards

KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible department	Financial implications	ward
							Q1	Q2	Q3	Q4			
		Cultural services	No. of libraries with signage	High							Community Services		ALL wards
			Revenue raised from hall renting	High							Community Services		ALL wards
			No. of heritage events celebrated	High	4		1	1	1	1	Community Services		ALL
			No. of exhibition and marketing events to be held	High	4		1	1	1	1	Community Services		ALL wards
			No. of heritage awareness programmes to be held	High	2		1		1		Community Services		ALL wards

KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible department	Financial implication	Ward
							Q1	Q2	Q3	Q4			
		Motor licensing	No. of learner drivers tests issues per annum	High							Community Services		ALL
			No. of drivers tests issues per annum	High							Community Services		ALL
			No. of road blocks to be held	High							Community Services		ALL
			Revenue generated from fines	High							Community Services		ALL
			% reduction in road accidents recorded	High							Community Services		ALL
		Crime reduction	No. of wards patrolled to increase police visibility	High							Community Services		ALL
			No. of by-laws developed and enforced	High							Community Services		ALL
			No. of cases reported to SAPS	High							Community Services		ALL
			Date of reviewing the crime reduction strategy	High				31 Dec 2012			Community Services		Internal
			No. of CCTV cameras existing & maintained	High							Community Services		
			No. of CCTV cameras installed in new	High							Community Services		

KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/Indicator (Unit of Measure)	Demand	Baseline (Previous Year Actuals)	Backlog	Targets				Responsible department	Financial implications	Wards
							Q1	Q2	Q3	Q4			
			No. of disaster management awareness programmes	High			1	1	1	1	Community Services		ALL
			Budget for disaster management	High							Community Services		ALL
		Airport Management	Level of compliance with CAA requirements	High	100%		100%	100%	100%	100%	Community Services		Internal
			Revenue generated	High							Community Services		Internal
		Transport	Date adopting the Local Transport Plan	High				31 Dec 2012			Community Services		Internal
			Revenue generated from parking areas	High							Community Services		6,18
		Tidal pools	No. of tidal pools maintained	High							Community Services		
		By-laws	No. of contravention fines issued	High							Community Services		ALL

CHAPTER 11

SECTOR PLANS

Plan	Status quo	Funding status	Progress to date	Department	Due date
IT governance framework	Not in place	Nil	No progress	DCS	30 June 2013
Organogram	Not adopted	N/A	Not in place, only top structure approved	DCS	30 June 2012
Financial plan	Draft in place	N/A	In progress	Treasury	31 May 2012
Integrated Local Public Transport Plan	Not in place	Nil	No progress	Department of Community Services & DHSI	30 June 2013
Integrated Waste Management Plan	In place	Nil	N/A	Department of Community Services	30 June 2013
Economic Development Plan	In place	R600 000	Not implemented yet	DED	30 June 2012
Disaster Management Plan	2009/2010 Disaster Management Plan in place due for review.	MSIG: R300 000	No progress reported	Department of Community Services	30 June 2013
Local Safety Plan	In place, due for review to be in line with the provincial strategy	Nil	No progress	Department of Community Services	30 June 2012
Spatial Development Framework	2009/2010 plan in place, the municipality is in a process of developing a new SDF	R250 000 internal and R200 000 from MSIG	A team of consultants were appointed in February, work is in progress. Report to be finalised by July 2012	DPB&ED	30 June 2012
Land Use Management Framework	LUMS 85% complete, due for refinement once SDF development is completed	Nil	No progress	DPB&ED	30 June 2013
Environmental Management Plan (EMP)	Not in place	Nil	No progress	DPB&ED	31 March 2013
Strategic Environmental Assessment	Not in place	Nil	No progress	DPC&ED	31 May 2013
Cemetery Plan	Plan is in place	N/A	No progress	Department of Community Services	30 September 2012
Comprehensive building and maintenance plan (internal)	Not in place		No progress	DHSI	31 March 2013
Energy Master Plan	Not in place	Nil	No progress	DHSI	31 March 2013
Integrated Housing Sector Plan	The housing sector plan is in place however is due for review (integrated and holistic)	Nil	No progress	DHSI	31 March 2013

Plan	Status quo	Funding status	Progress to date	Department	Due date
Integrated Infrastructure Development and Maintenance Plan (municipal wide/CIP)	Not in place	Nil	No progress	DHSI	30 June 2013
Capital Investment Plan	Not in place	Nil	No progress	DHSI, DP&ED and Treasury	30 June 2013
Organisational Performance Management Plan	In place	N/A	Approved by Council	DSP&G	30 July 2012
Coastal Management Plan	In place	Nil	No progress	Department of Community Services and DPB&ED	30 June 2013
Municipal Health Plan	In place, due for review	Nil	No progress	DHCS	30 June 2012
Employment Equity Plan	In place, due for review	Nil	Under review	DCS	30 June 2013
Work Skills Development Plan	In place, due for review	Nil	Under review	DCS	31 May 2013

Strategies

Name	Status quo	Funding status	Progress to date	Department	Due date
Revenue enhancement strategy	In place, due for review	N/A	Under review	Treasury	31 May 2013
Public participation strategy	Not in place	N/A	Not in place	DSP&GG	30 June 2012
Recruitment and retention strategy	In place	N/A	Under review	DCS	30 June 2013
Integrated Human Resources strategy	Not in place	N/A	Not in place	DCS	30 June 2013
Communications Strategy Review	Currently the strategy is under review	R100 000: MSIG	Under review	DSP&G	30 June 2013
Incentive& investment strategy	Not in place	Nil	No progress	DPB&ED	30 June 2013
HIV/Aids strategy	In place, due for review	Nil	Under review	DSP&G	30 June 2013
Rural Development Strategy	Not in place	R200 000: MSIG	Funding has been sort from the MSIG, tender process	DPB&ED	30 June 2013
Poverty reduction strategy	Not in place	R	No progress	DED	30 June 2013
Service Charter	Not in place, currently being developed	R	Under construction	DSP&G	30 June 2012
Fraud and Anti-corruption Strategy	In place however the plan is due for review	Nil	No progress	DSP&G	31 October 2012

Policies

Name	Status quo	Funding status	Progress to date	Department	Due date
OPMS	In place	N/A	Approved by Council	DSP&GG	31 July 2012
Communication	Not in place	N/A	No progress	DSP&GG	31 March 2012
Recruitment	In place	N/A	Under review	DCS	30 June 2012
Rates policy	In place	N/A	Under review	Treasury	30 May 2012
Supply chain management	In place due for review	N/A	Under review	Treasury	30 May 2012
Asset management policy	In place	N/A	Under review	Treasury	30 May 2012
Indigent policy	Not in place	N/A	Under review	Treasury	30 May 2012
Beach policy	Not in place	N/A	Being developed	DSP&GG	30 June 2012
Informal traders	In place, due for review	N/A	Under review	DPB&ED	30 June 2012

All other policies are in place including the rates, customer care, credit control and debt collection, budget, indigent, OPMS

CHAPTER 12: PROJECTS

Project Location	Project Objective	Key Performance Indicator	Project name	12/13 budget allocation	13/14 budget allocation	14/15 budget allocation	15/16 budget allocation	16/17 budget allocation	Source of funding	Implementing agency
CLUSTER 1										
Ward 15	To improve road accessibility	No. of kms constructed	LINK ROAD INTSHAMBILI	100,000					HCM	HCM
Ward 15	To provide decent housing and shelter	No. of housing build	LOUISIANA HOUSING	11,530,000					DoH	HCM
Ward 15	To improve road accessibility	No. of kms tarred	TARRING OF RING ROAD LOUISIANA	84,000					HCM	HCM
Ward 14	To improve road infrastructure and connectivity	Completion certificate	LAMONTVILLE BRIDGE	126,000					HCM	HCM
Ward 14	To improve accessibility and reduce traffic congestion	Completion certificate	PEDESTRIAN CROSSING BRIDGE MSOMI AND MSHOKI	750,000					HCM	HCM
Ward 13	To increase visibility	No. of streetlights in working order	STREETLIGHTS HIBBERDENE R102	625,000					HCM	HCM
Ward 14	To provide public facility	Completion certificate	MAGOG HALL EXTENSION	750,000					HCM	HCM
Ward 14	To provide public facility	Completion certificate	RENOVATION OF STICK FARM HALL	200,000					HCM	HCM
Ward 15	To provide recreational facility	Completion certificate	SPORTFIELD LOUISIANA	113,400					HCM	HCM
Ward 16	To provide recreational facility	Completion certificate	SPORTFIELD	113,400					HCM	HCM
Ward 16	To provide a learning facility for children	No. of crèches constructed	CRECHE FAIRVIEW	500,000					HCM	HCM
		Completion certificates								

Project Location	Project Objective	Key Performance Indicator	Project name	12/13 budget allocation	13/14 budget allocation	14/15 budget allocation	15/16 budget allocation	16/17 budget allocation	Source of funding	Implementing agency
Ward 15	To provide a learning facility for children	No. of crèches constructed							HCM	HCM
Ward 15	To provide a learning facility for children	Completion certificates	CRECHE LOUISIANA	500,000						
Ward 16	To improve infrastructure	No. of crèches constructed							HCM	HCM
Ward 15	To	Completion certificates	CRECHE KWAMADLALA SOUTHPORT BEACH RAMP	500,000						
		Completion certificate		400,000					HCM	HCM
			FENCING DUBULAGARDEN	50,000					HCM	HCM
CLUSTER 2										
Ward 18	To promote and facilitate infrastructure investment	No. road km upgraded	SETTLERS PARK DEVELOPMENT	1,000,000					HCM	HCM
Ward 18	To fast track spatial, economic and social integration	No. of facilities provided	PORT SHEPSTONE URBAN RENEWAL	250,000					HCM	HCM
Ward 18	To preserve historic treasures	Council resolution	PORT SHEPSTONE PEACE MONUMENT	250,000					HCM	HCM
Ward 12	To provide decent housing	Date of adoption							DoH	HCM
Ward 4	To improve road infrastructure and connectivity	Date of celebration	ALBERSVILLE HOUSING	2,228,160					HCM	HCM
Ward 18	To improve public infrastructure	No. of housing units build	BRIDGE SEZELA AND XHOKWENI	350,000						
Ward 17	To improve road infrastructure	Completion certificate	UPGRADE OSLO BEACH PARKING AREA	250,000					HCM	HCM
Ward 12	To increase visibility	No. of km rehabilitated	RECONSTRUCTION OF ALLESUND ROAD	600,000					HCM	HCM
Ward 4	To improve community	No. of streetlights in working order	ALBERSVILLE STREETLIGHTS	250,000					HCM	HCM
			ROOFING OF OLD						HCM	HCM

Project Location	Project Objective	Key Performance Indicator	Project name	12/13 budget allocation	13/14 budget allocation	14/15 budget allocation	15/16 budget allocation	16/17 budget allocation	Source of funding	Implementing agency
	facility		OSHABENI HALL	250,000						
Ward 12	To improve beach infrastructure	Completion certificate	UPGRADE OF UMTENTWENI BEACH FACILITIES	250,000					HCM	HCM
Ward 4	To provide sport facilities	Completion certificate	SPORTSGROUND GOAL POSTS & SHELTER WARD 4	50,000					HCM	HCM
Ward 17	To improve safety measures	Completion certificate	FENCING OF MERLEWOOD COMMUNITY CENTRE	50,000					HCM	HCM
Ward 18	To upgrade road network	Completion certificate	UPGRADE OF MBANGO BRIDGE	250,000					HCM	HCM
CLUSTER 3										
Ward 24	To provide community facility	Completion certificate	COMMUNITY HALL	2,000,000					HCM	HCM
Ward	To provide decent housing	Completion certificate	BHOBHOYI PHASE 1	662,150					DoH	HCM
Ward	To provide decent housing	Completion certificate	BHOBHOYI PHASE 2	3,305,050					DoH	HCM
Ward 20	To eradicate slums	Completion certificate	MKHOLOMBE SLUM CLEARANCE	1,750,000					DoH	HCM
Ward	To provide decent housing	Completion certificate	KWANDWALANE RURAL HOUSING	22,300,000					DoH	HCM
Ward 24	To improve accessibility and reduce road mortality	Completion certificate	PEDESTRIAN BRIDGE BHUQU MANUKUZA	750,000					HCM	HCM
Ward 23	To construct a road and bridge	Completion certificate	ABC to Chibini bridge and road	770 000					HCM	HCM
Ward 20	To increase connectivity	Completion certificate	BRIDGE EXTENSION KWANGWABE	210,000					HCM	HCM

Project Location	Project Objective	Key Performance Indicator	Project name	12/13 budget allocation	13/14 budget allocation	14/15 budget allocation	15/16 budget allocation	16/17 budget allocation	Source of funding	Implementing agency
Ward 20	To increase connectivity	Completion certificate	BRIDGE MZOTHO AREA	350,000					HCM	HCM
Ward 20	To increase connectivity	Completion certificate	BRIDGE KWAGANYAZA AREA	350,000					HCM	HCM
Ward 23	To increase connectivity	Completion certificate	PEDESTRIAN BRIDGES WARD 23 X 6	630,000					HCM	HCM
Ward 23	To increase safety measures	Completion certificate	RETAINING WALLS CHITHWENI	125,000					HCM	HCM
Ward 23	To increase safety measures	Completion certificate	RETAINING WALLS JESUS X2	250,000					HCM	HCM
Ward 23	To bring government services closer to communities	Completion certificate	CONSTRUCTION OF THUSONG CENTRE ESICHITHWENI	50,000					HCM	HCM
Ward 23	To promote orderly planning through spatial planning	Completion certificate	WARD 23 RURAL RECREATIONAL NODE	50,000					HCM	HCM
Ward 21	To construct a community facility	Completion certificate	MTENGWANE COMMUNITY HALL	364,000					HCM	HCM
Ward 21	To construct a community facility	Completion certificate	COMMUNITY HALL EXTENSION	350,000					HCM	HCM
Ward 20	To construct a community facility	Completion certificate	EXTENSION OF NGWABE HALL	350,000					HCM	HCM
Ward 22	To construct a community facility	Completion certificate	MAVESHE HALL RENOVATIONS	200,000					HCM	HCM
Ward 21	To provide an early learning institution	Completion certificate	CRECHE MBAYIMBAYI	500,000					HCM	HCM
Ward 23	To provide an early learning institution	Completion certificate	CRECHE AT BHOBOYOI HOUSING PHASE 1	500,000					HCM	HCM
CLUSTER 4										
Ward 25	To provide a community facility	Completion certificate	WARD 25 COMMUNITY HALL	1,000,000					HCM	HCM

Project Location	Project Objective	Key Performance Indicator	Project name	12/13 budget allocation	13/14 budget allocation	14/15 budget allocation	15/16 budget allocation	16/17 budget allocation	Source of funding	Implementing agency
Ward 27	To improve accessibility and reduce traffic congestion	Completion certificate	NOSITHA PEDESTRIAN BRIDGE	840,000					HCM	HCM
Ward 28	To improve road and increase accessibility	No. of kms tarred	TARRING OF GRAVEL ROADS TIN TOWN	140,000					HCM	HCM
Ward 28	To improve accessibility	Completion certificate	WALKWAY DR MGOJO ROAD TO TOTO NGWAZI	200,000					HCM	HCM
Ward 28	To improve accessibility	Completion certificate	MABHOYANA WALKWAY (STAIR CASES)	75,000					HCM	HCM
Ward 28	To improve accessibility	Completion certificate	VUMANI WALKWAY(STAIR CASES)	75,000					HCM	HCM
Ward 26	To improve accessibility	Completion certificate	RASTA WALKWAY(STAIR CASES)	75,000					HCM	HCM
Ward 25 - 28	To calm traffic	Reduction in road accidents and car racing in prohibited areas							HCM	HCM
Ward 26	To increase accessibility	Completion certificate	CLUSTER SPEED HUMPS	85,000					HCM	HCM
Ward 26	To increase visibility	No. of streetlights in working order	WALKWAY WARD 26 STREETLIGHTS WARD 26 (WHITE CITY)	150,000					HCM	HCM
Ward 27	To increase visibility	No. of streetlights in working order	STREETLIGHTS WARD 27 (NOSITHA AND TIN TOWN)	62,500					HCM	HCM
Ward 28	To promote and facilitate economic growth	Profits made	REFURBISHMENT TRADER'S VILLAGE WARD 28(LED)	125,000					HCM	HCM
Ward 27	To extend the community facility	Completion certificate	EXTENSION OF KWAXABA COMM HALL	100,000					HCM	HCM
Ward 27	To extend the community facility	Completion certificate	EXTENSION COMMUNITY HALL KWANOSITHA	350,000					HCM	HCM
Ward 27	To extend the community facility	Completion certificate		350,000					HCM	HCM

Project Location	Project Objective	Key Performance Indicator	Project name	12/13 budget allocation	13/14 budget allocation	14/15 budget allocation	15/16 budget allocation	16/17 budget allocation	Source of funding	Implementing agency
Ward 26	To provide an early learning institution	Completion certificate	COMMUNITY HALL (EXTENSION OF CRECHE)	450,000					HCM	HCM
Ward	To provide a recreational facility	Completion certificate	GYNASIUM GAMALAKHE	140,000					HCM	HCM
Ward 27	To upgrade the community hall	Completion certificate	Sgedleni hall renovations	350,000					HCM	HCM
Ward 25	To provide a sport facility	Completion certificate	SPORTSFIELD MASELE WARD	113,400					HCM	HCM
Ward 28	To improve safety measures	Completion certificate	FENCING VUZUBUHLE GARDEN	50,000					HCM	HCM
Ward 26	To provide an early learning institution	Completion certificate	CRECHE HOME 2000	500,000					HCM	HCM
Ward 25	To provide an early learning institution	Completion certificate	CRECHE ENKULU	500,000					HCM	HCM
Ward 25	To provide an early learning institution	Completion certificate	RENOVATION MASELE CRECHE	100,000					HCM	HCM
Ward 25	To provide an early learning institution	Completion certificate	RENOVATION MSIKABA CRECHE	100,000					HCM	HCM
Ward 25 - 28	To provide burial site	No. of sites identified and maintained	CLUSTER GRAVEYARD	200,000					HCM	HCM
CLUSTER 5										
Ward 03	To eradicate slums	No. of decent houses built	MASINENGE SLUM CLEARANCE	16,700,000					HCM	HCM
Ward 19	To calm traffic	Reduction in road accidents and car racing in prohibited areas	SPEEDHUMPS VENICE DRIVE, REID, COLIN	17,000					HCM	HCM
Ward 19	To calm traffic	Reduction in road accidents and car racing in prohibited areas	SPEEDHUMPS LILLIECRONA BOULEVARD ROAD	25,500					HCM	HCM
Ward 03			Shelly beach Skiboard	250 000					HCM	HCM

Project Location	Project Objective	Key Performance Indicator	Project name	12/13 budget allocation	13/14 budget allocation	14/15 budget allocation	15/16 budget allocation	16/17 budget allocation	Source of funding	Implementing agency
			club to St Michaels Walkway							
WARD 02	To increase visibility	No. of streetlights installed and in working order	STREETLIGHTS	187,500					HCM	HCM
WARD 06	To increase visibility	No. of streetlights installed and in working order	STREETLIGHTS	187,500					HCM	HCM
WARD 19	To increase visibility	No. of streetlights installed and in working order	STREETLIGHTS	187,500					HCM	HCM
Ward 03	To increase toilet facilities at the beach	No. of toilet units built and in working order	ST MICHAELS BEACH ADDITIONAL ABLUTIONS BLOCK	250,000					HCM	HCM
Ward 02	To construct a community facility	Completion certificate	COMMUNITY HALL WARD 2	364,000					HCM	HCM
Ward 02	To construct a sport facility	Completion certificate	SPORTSFIELD GREENHILL	500,000					HCM	HCM
Ward 03	To construct a sport facility	Completion certificate	SPORTSFIELD BETANIA	364,000					HCM	HCM
Ward 02	To provide an early learning institution	Completion certificate	CRECHE WARD 2	500,000					HCM	HCM
Ward 06	To provide an early learning institution	Completion certificate	CRECHE WARD 6	500,000					HCM	HCM
Ward 02	To improve safety measures at the beach	Completion certificate	TIDAL POOL RAMP MARINA BEACH	75,000					HCM	HCM
Ward 06	To improve repair the tidal pool	Completion certificate	TIDAL POOL MARGATE	100,000					HCM	HCM
Ward 02	To improve the parking area	Completion certificate	PARKING AREA UPGRADE MARINA BEACH	75,000					HCM	HCM

Project Location	Project Objective	Key Performance Indicator	Project name	12/13 budget allocation	13/14 budget allocation	14/15 budget allocation	15/16 budget allocation	16/17 budget allocation	Source of funding	Implementing agency
CLUSTER 6										
Ward 5,7,8 and 29	To provide decent housing	No. of housing unit built	KWAXOLO RURAL HOUSING PROJECT	8,355,000					DoH	HCM
Ward 29	To provide a community facility	Completion certificate	MVUTSHINI COMMUNITY HALL	1,000,000					HCM	HCM
Ward 29	To improve accessibility and connectivity	Reduction in traffic congestion and pedestrian accidents	PEDESTRIAN BRIDGE BASHISE	225,075					HCM	HCM
Ward 05	To improve accessibility and connectivity	Reduction in traffic congestion and pedestrian accidents	NKOTHANENI WALKWAY BRIDGE	430,000					HCM	HCM
Ward 07	To provide an early learning institution	Completion certificate	NKAMPINI CRECHE	100,000					HCM	HCM
Ward 09		Completion certification	KOLONI CRECHE	100,000					HCM	HCM
Ward 29	To improve road infrastructure and connectivity	Completion certificate	Mankuntshane to Bashise	750,000					HCM	HCM
Ward 08	To improve accessibility	Completion certification	BRIDGE LOW LEVEL BRIDGE JERICHO	400,000					HCM	HCM
Ward 08	To improve accessibility	Completion certification	BRIDGE LOW LEVEL MCABASHI	400,000					HCM	HCM
Ward 08	To improve accessibility	Completion certification	BRIDGE LOW LEVEL MAHLATHINI	400,000					HCM	HCM
Ward 08	To improve accessibility	Completion certification	BRIDGE LOW LEVEL DUMEZULU	400,000					HCM	HCM
Ward 08	To improve accessibility	Completion certification	BRIDGE LOW LEVEL TAFUFU	400,000					HCM	HCM
Ward 08	To improve accessibility	Completion certification	BRIDGE LOW LEVEL MPHELELWA	400,000					HCM	HCM
Ward 29	To improve accessibility	Completion certification	BRIDGE NQUMBELO						HCM	HCM

Project Location	Project Objective	Key Performance Indicator	Project name	12/13 budget allocation	13/14 budget allocation	14/15 budget allocation	15/16 budget allocation	16/17 budget allocation	Source of funding	Implementing agency
Ward 29	To improve accessibility	Completion certification		350,000					HCM	HCM
Ward 07	To provide a recreational facility	Completion certification	BRIDGE MBIZANA SPORTSFILEDS COMBO COURT THOKOTHE	350,000					HCM	HCM
Ward 05		Completion certification	COMMUNITY HALL SHOBENI WARD 5	364,000					HCM	HCM
Ward 05		Completion certification	BRIDGE MZOTHO ROAD WARD 5	450,000					HCM	HCM
Ward 29		Completion certification	COMMUNITY HALL RENOVATION SUNDUZA	100,000					HCM	HCM
Ward 05		Completion certification	SPORTSFILEDS SHOBENI WARD 5	364,000					HCM	HCM
Ward 08		Completion certification	COMMUNITY HALL EXTENSION MANZAMHLOPHE	450,000					HCM	HCM
Ward 08		Completion certification	SPORTSFIELD NKOTHANENI	364,000					HCM	HCM
Ward 05		Completion certification	SPORTSFIELD SHIBASE	364,000					HCM	HCM
Ward 09		Completion certification	SPORTSFIELD MATSHEKETSHENI	364,000					HCM	HCM
Ward 07		Completion certification	CRECHE GOGOGWENI	500,000					HCM	HCM
Ward 08		Completion certification	CRECHE JERICHO	500,000					HCM	HCM
CLUSTER 7										
Ward 10		Completion certification	COMMUNITY HALL MPENJATHI	1,000,000					HCM	HCM
Ward 1, 10		No. of housing units built	KWANZIMAKWE						HCM	HCM

Project Location	Project Objective	Key Performance Indicator	Project name	12/13 budget allocation	13/14 budget allocation	14/15 budget allocation	15/16 budget allocation	16/17 budget allocation	Source of funding	Implementing agency
&11			HOUSING	570,000						
Ward 01	To improve visibility and safety	No. of streetlights connected and in working order	STREETLIGHTS PORT EDWARD	250,000					HCM	HCM
Ward 11	To improve pedestrian accessibility	Completion certification	PEDESTRIAN BRIDGE MATOLWENI	700,000					HCM	HCM
Ward 10	To improve pedestrian accessibility	Completion certification	PEDESTRIAN BRIDGE MOTO AYINGENI	700,000					HCM	HCM
Ward 01	To calm traffic	No. of speed humps installed and reduction in pedestrian accidents	SPEED HUMPS PORT EDWARD	42,500					HCM	HCM
Ward 11	To improve accessibility	Completion certification	BRIDGE PEDESTRIAN NGQAMUZA TO THONGASI	750,000					HCM	HCM
Ward 11	To improve accessibility	Completion certification	BRIDGE SIHLAYILI TO THONGASI SPORTFIELD	350,000					HCM	HCM
Ward 11	To improve accessibility	Completion certification	BRIDGE MGUNGUNDLOVU TO MAGOBO	350,000					HCM	HCM
Ward 01	To improve facilities	Completion certification	ABLUTION REFURBISHMENT SPLASH ROCK	125,000					HCM	HCM
Ward 01	To increase toilet facilities at the beach	Completion certificate	Peter pan refurbishment beach	125,000					HCM	HCM
Ward 11	To build a swimming pool	Completion certificate	SWIMMING POOL BREAMER WARD 11	70,000					HCM	HCM
Ward 01	To promote local economic potential	% in poverty reduction	COMMUNITY GARDEN KWALATSHODA	75,000					HCM	HCM
Ward 11	To provide furniture for the community facility	Delivery date	COMMUNITY HALL FURNITURE ENTABENI	45,000					HCM	HCM

Project Location	Project Objective	Key Performance Indicator	Project name	12/13 budget allocation	13/14 budget allocation	14/15 budget allocation	15/16 budget allocation	16/17 budget allocation	Source of funding	Implementing agency
Ward 11	To enhance the sports field	Completion certificate	THONGAZI NETBALL COURT	50,000					HCM	HCM
Ward 11	To enhance security measures	Completion certificate	COMMUNITY HALL FENCING MGANGATHO	50,000					HCM	HCM
Ward 01	To provide a community facility	Completion certificate	COMMUNITY HALL KWALATSHODA	364,000					HCM	HCM
Ward 01	To upgrade the sports field	Completion certificate	SPORTSFIELD PORT EDWARD	113,400					HCM	HCM
Ward 01	To build a recreational facility	Completion certificate	SPORTSFIELD KWALATSHODA	113,400					HCM	HCM
Ward 11	To build a recreational facility	Completion certificate	SPORTSFIELD CALFORNIA	113,400					HCM	HCM
Ward 10	To build a recreational facility	Completion certificate	SPORTSFIELD NOMPONDO	113,400					HCM	HCM
Ward 10	To build a recreational facility	Completion certificate	SPORTSFIELD COMBO COURT MPENJATHI	113,400					HCM	HCM
Ward 01	To provide an early learning institution	Completion certificate	CRECHE KWALATSHODA	500,000					HCM	HCM
Ward 10	To provide an early learning institution	Completion certificate	CRECHE KWAMADABALAZA	500,000					HCM	HCM
Ward 11	To improve safety measures	Completion certificate	RETAINING WALL PRINCESS NOMBUSO CRECHE	100,000					HCM	HCM
Ward 10	to promote public infrastructure development	Completion certificate	TAXI RANK AND STALLS BHAMBULA	500,000					HCM	HCM
Ward 01	To install rails on the bridge	Completion date	BHALULE BRIDGE SIDE RAILING	100,000					HCM	HCM

Department of Transport

Project Location	Project Objective	Key Performance Indicator	Project name	12/13 budget allocation	13/14 budget allocation	14/15 budget allocation	15/16 budget allocation	16/17 budget allocation	Source of funding	Implementing agency
KZ216	GUARDRAIL REPAIR	No. of Kms repaired	Safety Maintenance - Guardrails : Installation P77,P197,P3,P22	R 2,500,000	R 2,750,000	R 3,025,000	R 3,327,500	R 3,660,250	D.O.T	D.O.T
KZ216	ROAD MARKING AND STUDS	No. of kms clearly marked	Safety Maintenance - Roadmarking and Studs	R 2,500,000	R 2,750,000	R 3,025,000	R 3,327,500	R 3,660,250	D.O.T	D.O.T
KZ216	BLACKTOP PATCHING AND RUT REPA	No. of kms tarred	Drainage Improvement - Blacktop Patching P395	R 7,712,000	R 8,483,200	R 9,331,520	R 10,264,672	R 11,291,139	D.O.T	D.O.T
KZ216	Safety Maintenance - Signs : Installation	% Reduction in road accidents	REGULATORY AND WARNING SIGNS	R 561,385	R 617,524	R 679,276	R 747,203	R 821,924	D.O.T	D.O.T
KZ216	Routine Maintenance - Blading	No. of kms maintained	BLADING	R 1,500,000	R 1,650,000	R 1,815,000	R 1,996,500	R 2,196,150	D.O.T	D.O.T
KZ216	Routine MaintenanceP284	No. of kms maintained	DRAIN CLEANING AND VERGES MAIN	R 1,350,000	R 1,485,000	R 1,633,500	R 1,796,850	R 1,976,535	D.O.T	D.O.T
KZ216	Routine Maintenance - Patch Graveling D903,D812,D251	No. of kms maintained	PATCH GRAVELLING							
KZ216	Bridge Joints Repair/Replace	No. of kms maintained	BRIDGE JOINTS REPAIR/REPLACE	R 750,000	R 825,000	R 907,500	R 998,250	R 1,098,075	D.O.T	D.O.T
KZ216	Handrail replacements	No. of kms maintained	HANDRAIL REPAIR/REPLACE	R 500,000	R 550,000	R 605,000	R 665,500	R 732,050	D.O.T	D.O.T
KZ216	Re-gravelling of Road D916,D1091,D902,D1095,P58,D252	No. of kms regravelled	BETTERMENT AND GRAVELLING	R 5,000,000	R 5,500,000	R 6,050,000	R 6,655,000	R 7,320,500	D.O.T	D.O.T

Sanitation

Project Name	Project Location / ward	Project Objective	Key Performance Indicator	12/13 budget allocation	13/14 budget allocation	14/15 budget allocation	15/16 budget allocation	16/17 budget allocation	Source of Funding	Implementing Agency
Waterborne sanitation	Uvongo/Masinenge	To increase sewer treatment plant capacity	Accommodation of Masinenge Development Area	R2m					Ugu DM	HCM
Sanitation	Bhobhoyi/Mkhombe	Increase access to decent sanitation	Increased sanitation facilities	R4.2m					Ugu DM	Ugu DM
VIP	HCM	Increase access to decent sanitation	No. of VIP toilets provided	R6 895 890.34					Ugu DM	Ugu DM
Sanitation (civil works)	Shelly Beach	To upgrade existing infrastructure	No. of new connections						Ugu DM	Ugu DM
North waterborne sanitation	Shelly Beach	To upgrade the existing infrastructure	No. of new connections						Ugu DM	Ugu DM
Sewer network	Port Shepstone	To improve capacity to provide sewer services	Increased sewerage capacity						Ugu DM	Ugu DM
Sewer network upgrade	Municipal properties	To improve capacity to provide sewer services	Access to sanitation by						Ugu DM	Ugu DM

Project Name	Project Location	Project Objective	Key Performance Indicator	12/13 budget allocation	13/14 budget allocation	14/15 budget allocation	15/16 budget allocation	16/17 budget allocation	Source of Funding	Implementing Agency
Urban waterborne sewerage system	Shelly Beach, Uvongo, Park Rynie & Pennington	Infrastructure upgrades & reticulation. Enhance waste water management	Increased capacity to provide decent services especially during holiday seasons						Ugu DM	HCM
HCM SAN VIP phase 2	HCM	Increase access to decent sanitation	Increased sanitation facilities						Ugu DM	HCM
Sewerage treatment works	Murchison	To increase capacity to supply sanitation	No. of households with access to sanitation						Ugu DM	HCM
Sewerage treatment works upgrade	Hibberdene	To refurbish the treatment works	Increased sanitation facilities						Ugu DM	HCM
Sanitation provision	Masinenge	To provide sanitation services	No. of households with access to sanitation						Ugu DM	Ugu DM

ESKOM projects

Project name	Project location/ ward	Project objective	Key Performance Indicator	12/13 budget allocation	13/14 budget allocation	14/15 budget allocation	15/16 budget allocation	16/17 budget allocation	Source of funding	Implementing agency
Izotsha substation	Ward	To increase power supply by installing a 2 nd 20MVA transformer	No. of houses /industries with access to universal electricity	5m						
Shelly SW/ST	Ward	To finalise the cable upgrade	No. of houses /industries with access to universal electricity	11 412 000						
Manaba SW/ST	Ward 19	To finalise the cable/infrastructure upgrade	No. of houses /industries with access to universal electricity	8 597 000						
Marina SS	Ward	To increase 22kV transformer capacity to 20MVA	No. of houses /industries with access to universal electricity	19 142 000						
Port Edward SS	Ward 1	To increase 11kA transformer capacity to 10MVA		9 935 000						
Hibberdene NB41	Ward	To upgrade infrastructure		590 000						
Uvongo NB25	To increase capacity			14 173 000						

13. IDP ADOPTION

The Draft IDP Review was compiled in line with Section 30 of the Municipal Systems Management Act. Vigorous consultation with all relevant stakeholders, through IDP Forums, Mayoral Izimbizo and other consultations was done. The Draft was tabled at the Council meeting scheduled on 31 January 2012 for consideration. The Draft IDP Review was advertised for community inputs over a three weeks period. During the public participation process no adverse reports were received. The final IDP Review will be finalized and adopted by Council in May 2012. The Adopted IDP will be submitted to the MECs office no later than 10 days after approval by Council in line with Section 32 of the Municipal Systems Act.

14. CONCLUSION

The municipality's budget will be aligned with the strategic objectives, priorities and Municipal Turnaround Strategy contained in the IDP. Community needs identified during the IDP/Budget Izimbizo will be planned and budgeted for. The IDP Review strives to adequately address the areas of concerns raised by the MEC of Cooperative Governance and Traditional Affairs on the assessment letter of the current IDP.

15. REFERENCES

1. HCM IDP 2011 – 2017
2. STATSSA
3. Global Insight, 2010
4. DLGTA IDP framework, September 2008 and beyond
5. Ugu District Municipality Infrastructure Audit, May 2011
6. Ugu District Municipality Water Services Development Plan, May 2008

MAPS

1. Locality map
2. Population density
3. SDF
4. Agricultural map
5. Environmental plan

ACRONYMS

Acronym	Meaning
ABET	Adult Basic Education & Training
ACDP	African Christian Democratic Party
ACSA	Airport Company of South Africa
AFS	Annual Financial Statements
AFSA	Arbitration Foundation of Southern Africa
AG	Auditor-General
AMEU	Association of Municipal Electrical Undertakings of South Africa
ANC	African National Congress
APAC	Association of Public Accounts Committees
ARV	Antiretroviral (Treatment or Therapy)
BAS	Basic Accounting System
BBBEE	Broad Based Black Economic Empowerment
BPO&O	Business Process Outsourcing and Offshoring Contact Centre
CAA	Civil Aviation Authority
CBD	Central Business District
CBO	Community Based Organisation
CCDF	Consolidated Capital Development Fund
CCTV	Close Circuit Television
CETA	Construction Education and Training Authority
CFO	Chief Financial Officer
CIT	Communication and Information Technology
CMC	Change Management Committee
CMIP	Consolidated Municipal Infrastructure Programme
CMRA	Centre for Municipal research and Advice (HIV & Aids)
COF	Certificate of Fitness
COGTA	Department of Cooperative Government and Traditional Affairs (was Dept Local Government and Traditional Affairs)
COOP	Cooperative
CPF	Community Police Forum
CRR	Capital Replacement Reserve
CTC	Co-ordinating Traffic Committee
DA	Democratic Alliance
DAC	KZN Department of Arts and Culture – Changed in May 2009 to KZN Department of Arts, Culture, Sport and Recreation

DAEA	Department of Agriculture and Environmental Affairs
DBSA	Development Bank of South Africa
DCM	Director Cleansing and Maintenance
DCOGTA	Department of Co-operative Governance and Traditional Affairs
DCP	Dynamic Cone Penetrating (Test)
DCS	Director Corporate Services
DEAT	Department of Environmental Affairs and Tourism
DEDP	Director Economic Development and Planning
DFA	Development Facilitation Act, 1995 (Act no. 67 of 1995)
DHCS	Director Health and Community Services
DHI	Director Housing and Infrastructure (Now DHSI – after May 2009)
DHR	Director Human Resources
DHSI	Director Human Settlements and Infrastructure (was DHI)
DLGTA	Department of Local; Government and Traditional Affairs Now COGTA
DM	District Municipality
DO	Director Operations
DOH	Department of Health
DORA	Division of Revenue Act, 2007 (Act no. 1 of 2007)
DOT	Department of Transport
DPLG	Department of Provincial & Local Government
DPS	Director Protection Services
DSB	Development and Services Board
DTI	Department of Trade and Industry
DWAF	Department of Water Affairs and Forestry
EAP	Employee Assistance Programme
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
EXCO	Executive Committee
FAR	Floor Area Ratio
FBS	Free Basic Services
FET	Further Education and Training
FF+	Freedom Front Plus
FIFA	Fédération Internationale de Football Association International (Federation of Association Football)
FMG	Financial Management Grant

FPA	Fire Protection Association
FVTPL	Fair value through profit or loss
GAMAP	General Accepted Municipal Accounting Practices
GANNT	Named after Mr Gannt
GDP	Gross Domestic Product
GDS	Growth and Development Summit
GIS	Geographical Information System
GRAP	General Recognised Accounting Practice
HBSC	Hibiscus Business Support Centre
HCDA	Hibiscus Coast Development Agency
HCM	Hibiscus Coast Municipality
HDI's	Historically Disadvantaged Individuals
HEAC	Housing Evaluation Assessment Committee
HIRA	Hazards Identification and Risk Assessment
HIV/Aids	HIV/Aids: Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HOD	Head of Department
HR	Human Resources
IAS24	The standard [IAS 24] under the <u>International Financial Reporting Standards</u> that prescribes the requirements for the disclosure of related party relationships in financial statements.
IAS39	The Standard [IAS 39] is to establish principles for recognising and measuring financial assets, financial liabilities and some contracts to buy or sell non-financial items.
ICC	International Convention Centre
ICDL	International Certified Drivers' License
ICT	Information Communication Technology
IDASA	Institute of Democracy of SA
IDC	Industrial Development Corporation
IDMSA	Institute of Disaster Management of South Africa
IDP	Integrated Development Plan
IDT	Independent Development Trust
IEC	Independent Electoral Commission
IFP	Inkatha Freedom Party
IGR	Inter-Governmental Relations
ILGM	Institute for Local Government Management of South Africa
IMASA	Institute for Municipal Administration of South Africa
IMATU	Independent Municipal & Allied Trade Union

IMESA	Institute of Municipal Engineers of South Africa
IMFO	Institute for Municipal Financial Officers
IOD	Injury on Duty
IRI	International Republican Institute
ISRDP	Integrated Sustainable Rural Development Programme
IT	Information Technology
ITO	Institute of Traffic Officers
IWMP	Integrated Waste Management Plan
KMI	KwaZulu Marketing Initiative
KPA	Key Performance Area
KPI	Key Performance Indicator
KWANALOGA	KwaZulu-Natal Local Government Association (Now: SALGA KZN)
KZN	KwaZulu-Natal
KZN 216	Hibiscus Coast Municipality
KZNPA	KwaZulu-Natal Provincial Administration Department of Transport
LA	Local Authority
LAC	Local Aids Council
LBSC	Local Business Service Centre
LED (light)	Light emitting diode
LED	Local Economic Development
LGSETA	Local Government Sector Education Training Authority
LLF	Local Labour Forum
LUMS	Land Usage Management System
MAMC	Margate Airport Management Company
MCPF	Municipal Councillors' Pension Fund
MDB	Municipal Demarcation Board
MEC	Member of Executive Council
MFMA	Municipal Finance Management Act, 2003 (Act no. 56 of 2003)
MIG	Municipal Infrastructure Grant
MIG M&E	As above – Monitoring and Evaluation
MIIU	Municipal Infrastructure Investment Unit
MINMEC	(Meeting between the) Minister (of DPLG) and Members of the Executive Council responsible for local government
MIR	Municipal International Relations
MLB	Motor Licensing Bureau
MLPC	Margate Light Plane Club

MM	Municipal Manager
MPC	Member of provincial council
MPCC	Multi Purpose Community Centre (Thusongs)
MPRA	Municipal Property Rates Act, 2004 (Act no. 6 of 2004)
MSA	Municipal Structures Act, 1998 (Act no. 117 of 1998)
MSA	Local Government : Municipal Systems Act, 2000 (Act no. 32 of 2000)
MSIG	Municipal Support Infrastructure Grants
MSP	Municipal Service Partnerships
MTAS	Municipal Turnaround Strategy
MTEF	Medium Term Expenditure Framework
MV	Medium Voltage
N/A	Not applicable
NADEL	National Democratic Lawyers Association
NATE	Natal Association of Town Engineers
NBRA	National Building Regulations and Standards Act, 1977 (Act no. 103 of 1977)
NCOP	National Council of Provinces
NDMC	National Disaster Management Centre
NERSA	National Energy regulator of South Africa
NGO	Non Governmental Organisation
NHBRC	National Home Builders' Registration Council
NJMFP	Natal Joint Municipal Pension Funds (Superannuation, Provident and Retirement)
NPO	Non-Profit Organisation
NQF	National Qualifications Framework
NSRI	National Sea Rescue Institute
NTF	Natal Trust Farms
OH&S	Occupational Health and Safety
OHSA	Occupational Health and Safety Act, 1993 (Act no. 85 of 1993)
OPMS	Organisational Performance Management System
OVC	Orphan and Vulnerable Child
PA	Personal Assistant
PCC	President's Co-ordinating Council
PDA	Planning Development Act (KwaZulu-Natal), 2008 (Act 6 of 2008)
PDI	Previously Disadvantaged Individuals
PFMA	Public Finance Management Act, 1999 (Act no.29 of 1999)
PHCS	Primary Health Care Services
PIF	Public Improvement Fund
PIMS	Political Information and Monitoring Service (IDASA)

PIMSS	Planning and Implementation Management Support System
PLWA	Patience Living with AIDS
PMS	Performance Management System
PPDC	Provincial Planning Development Commission
PPE	Property, plant and equipment
PPP	Private Public Partnership
PR	Proportional Representative Councillors
PROVCOM	Provincial Committee on Transport
Province	KwaZulu Natal Provincial Administration
PTO	Permission to Occupy
RD	Rural Development
ROD	Record of Decision
RTA	Road Traffic Act, 1996 (Act no. 93 of 1996)
RTF	Rural Transport Forum
S57 Personnel	Employee appointed in terms of Section 57 of the Municipal Systems Act, 2000 (Act no. 32 of 2000)
SAEMA	Shama Ahante East Metropolitan Assembly (Ghana)
SAFSI	South African Fire Services Institute
SAFU	South African Football Union
SALGA	South African Local Government Association
SALGBC	South African Local Government Bargaining Council Divisions
SAMWU	South African Municipal Workers Union
SANCO	South African Civic Organisation
SANRAL	South African National Roads Agency Ltd
SBUM	Shelly Beach, Uvongo and Margate Planning Framework
SCM	Supply Chain Management
SCOPA	Standing Committee on Public Accounts
SDBIP	Service Delivery and Budget Implementation Plan
SDF (HR)	Skills Development Forum
SDF (TP)	Spatial Development Framework
SEA	Strategic Environmental Assessment
SEDA	Small Enterprise Development Agency
SETA	Sector Education and Training Authority
SG	Surveyor General
SLA	Service Level Agreement
SMART	Specific, Measurable, Achievable, Relevant and Time bound
SMME	Small, Medium and Micro Enterprises

STATSSA	Statistics South Africa
STI	Sexually transmitted infection
TB	Tuberculosis
TLC	Transitional Local Council
TMS	(Electronic) Time Management System
TOP	Termination of pregnancy
TP	Town Planning
TPO	Town Planning Ordinance
TPS	Town Planning Scheme
TREE	Training and Resources in Early Education
UGU	Ugu District Municipality
UIF	Unemployment Insurance Fund
UIP	Urban Improvement Precinct
UKZN	University of KwaZulu-Natal
URP	Urban Renewal Programme
UTMA	Ugu Tourism and Marketing Association
VCT	Voluntary Counselling and Testing
VIP	Very Important Person
VIP Toilet	Ventilated Insulated Pit Toilet
WESSA	Wildlife and Environment Society of Southern Africa
Wi-Fi	Wireless Fidelity
WSP	Workplace Skills Plan
WSSD	World Summit on Sustainable Development
ZMS	Zader Municipal Solutions